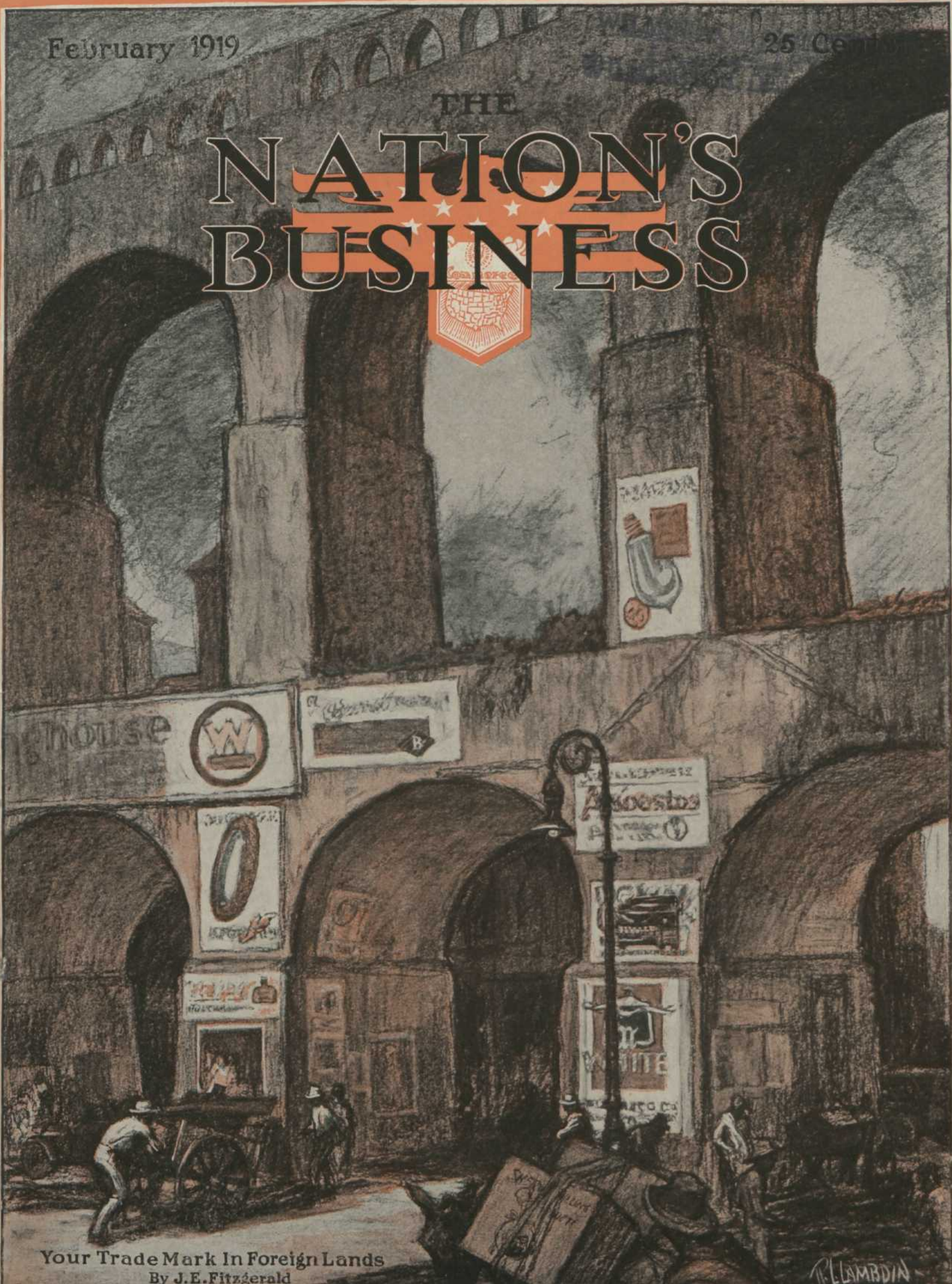


February 1919

25 Cents

# THE NATION'S BUSINESS

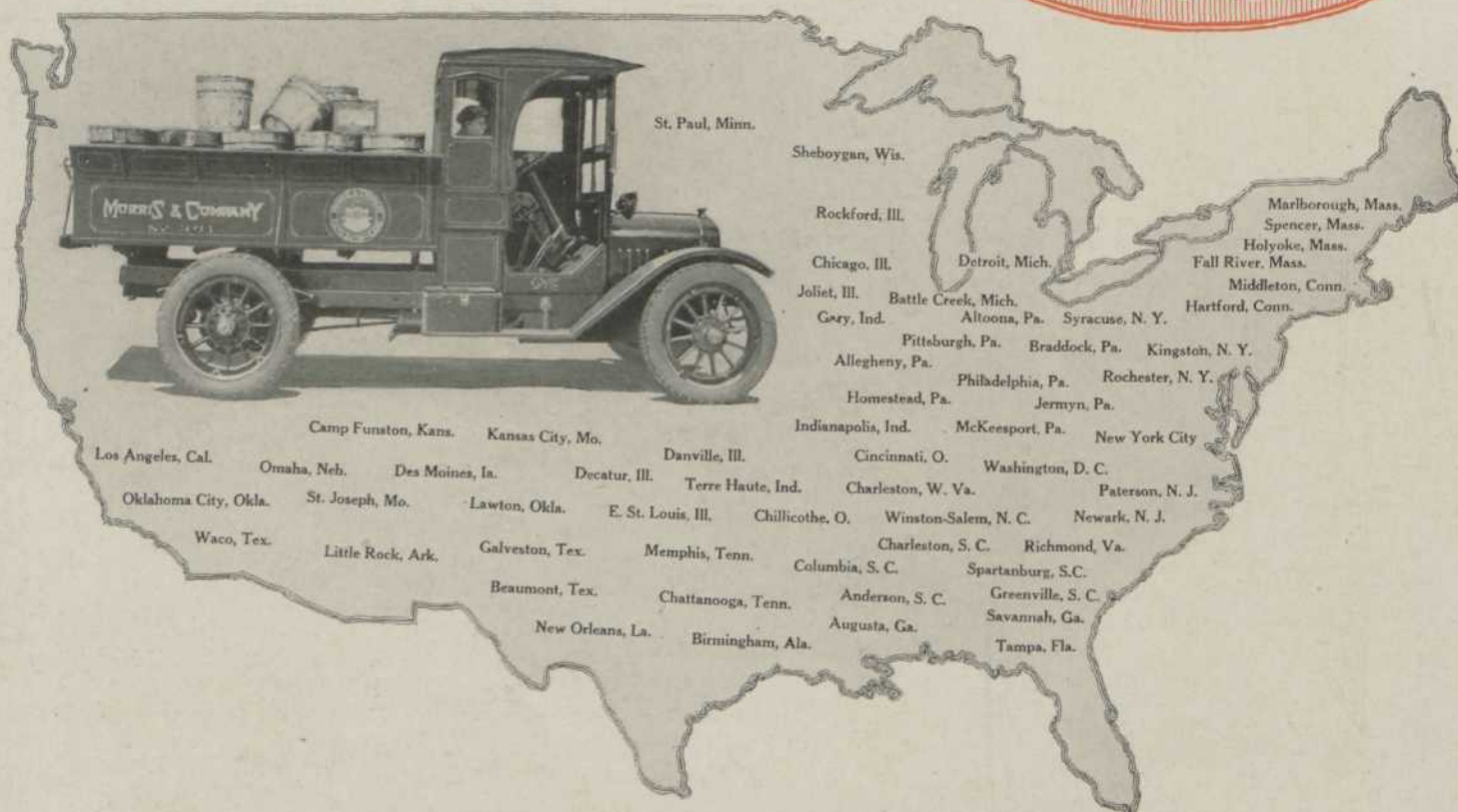


Your Trade Mark In Foreign Lands  
By J.E. Fitzgerald

CLAMBDIN



All over the United States  
**MORRIS & COMPANY** are using



From Chicago, Where Morris & Company Put Their  
 First GMC Trucks in Operation in 1915, The Morris  
 & Company Fleet Has Spread to 63 American Cities

Nothing short of the very best in motor truck equipment  
 is good enough to deliver Morris & Company's "Supreme"  
 Hams and Bacon.

"We bought our first GMC trucks in 1915. That they  
 have given splendid satisfaction is proven by the fact that  
 we have bought, and are buying, them continuously."

*The GMC three  
 quarter ton model  
 was picked as it  
 stood after rigid  
 elimination tests  
 and adopted by the  
 United States Gov-  
 ernment as stan-  
 dard for all war uses  
 involving a three-  
 quarter ton chassis.*

*Morris & Company*  
*General Manager*  
 General Manager.

**GENERAL MOTORS TRUCK COMPANY**

*One of the units of the General Motors Corporation*

**Pontiac, Michigan**

*Branches and Distributors in Principal Cities*

**GMC TRUCKS**





## Roads or No Roads

On forest trail or city street, the hum of MACK Trucks tells of a new industrial awakening—a growing sense of the importance of efficient hauling. In times of war or peace, MACK Trucks build for national prosperity. They are making transportation a known quantity—as dependable as MACK Reliability itself.

MACK Trucks carry heavy, cumbersome machinery for manufacturing enterprises—keep raw materials coming in, finished products going out, true to schedule. Super-strength of construction, Power and Stamina beyond the ordinary, make MACK Trucks logical carriers for local and interstate freighting.

From 1 to 7½ tons capacity—trailers to 15 tons. Special bodies for individual needs.

Write to Dept. N B for further information.

INTERNATIONAL MOTOR COMPANY  
New York

# "PERFORMANCE COUNTS"



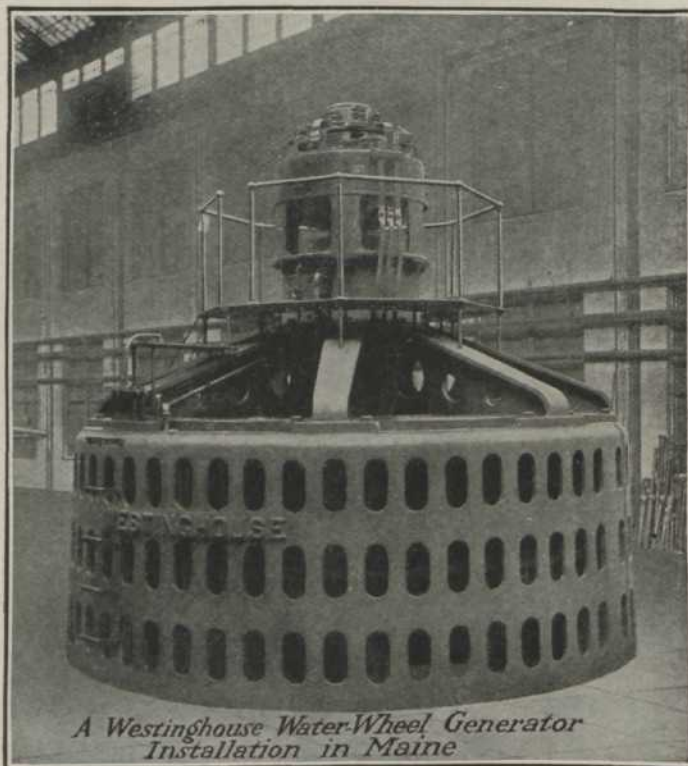
# Across The Continent

**W**

 WESTINGHOUSE  
ELECTRIC

Every Kilowatt hour generated by water power helps to conserve the coal supply. Many Westinghouse Water Wheel Generators have seen service for ten, fifteen and twenty years. Hundreds, more recently installed, wherever developed water power exists are giving a high hydro-electric output.

## From Maine



*A Westinghouse Water-Wheel Generator Installation in Maine*

## Westinghouse Water-Wheel Generators Are Saving Coal

## To California



*A Westinghouse Water-Wheel Generator Installation in California*

Westinghouse Water Wheel Generator designs have no superior. They are available for any capacity or speed, and in either horizontal or vertical types.

WESTINGHOUSE ELECTRIC & MANUFACTURING CO.  
East Pittsburgh, Pa.  
Sales Offices in All Large American Cities

**W**

 WESTINGHOUSE  
ELECTRIC

# Westinghouse



# FORESIGHT!

## *The Lesson of Experience*



We must all do our best to make the change from  
War Work to Peace Work as easy as possible.  
Co-operation is the Big Thing needed Now.  
U. S. DEPT. OF LABOR  
Wm. B. Wilson, Secretary

### A Trade Marked Service



A trademark is a badge of self-respect—a guarantee by the organization behind it to maintain a definite quality standard on its product, whatever that may be. This arm emblem pictured here marks the industrial engineering service of L. V. Estes, Incorporated, and pledges to all clients a service consistent with the Estes reputation for leadership and record of results.

### Farsighted Industries Will Prepare to Share in the World's Harvest

All over the world, War has sown the seed of the greatest crop in history—a glorious crop of new ideas and ideals, new inventions and discoveries, new standards of living and working.

But to secure its full fruitage the warning of recent experience must be heeded.

#### How England Applies the Lesson

Long before the war ended, the National Board of Trade, in England, was laying plans for the scientific direction and encouragement of industry, organization of production, greater efficiency of labor and capital, and scientific research into raw materials and manufacturing processes.

For those firms in America who are also farsighted enough to recognize that future interests demand greater industrial preparedness, the service of L. V. Estes, Incorporated, will be found particularly profitable. This service of waste elimination, cost reduction and increased production is rendered by an expertly supervised staff of nearly fifty specialists in various branches of industrial engineering.

**EXECUTIVES:** Higher Efficiency, a 24-page book, is free to you. Write for it, mentioning which of these departments is most interesting to you:

Factory Efficiency

Office Efficiency

Industrial Accounting

**L. V. ESTES INCORPORATED**

RAISE WAGES WHILE CUTTING COSTS

Industrial Engineers

1826 McCormick Building

Chicago, Ill.

# ESTES SERVICE

## The Solution of Industrial Problems





## *San Francisco and the "ROYAL"*

Cool, impartial judgment—selection of the best wherever produced—those are characteristics of progressive San Francisco business men.

So when the University of California compared the work it was the "Royal" Typewriter that they adopted as their standard typing machine.

Finely balanced, smooth running, with a thousand less parts, the "Royal" lasts—ends the trading out evil. And equally excellent on correspondence and card work, billing or form work, the "Royal" possesses a flexibility meaning increased production for any typist. *Compare the work—* the "Royal" will be your choice, too.

**ROYAL TYPEWRITER COMPANY, INC.**

Royal Typewriter Building, 364-366 Broadway, N. Y.  
Branches and Agencies the World Over

# ROYAL

### *Representative users of the "Royal" in San Francisco*

Standard Oil Company (California)  
Bank of Italy  
University of California  
N. M. Newhall & Co.  
Pacific Mail Steamship Co.  
The First National Bank  
of San Francisco  
Willys-Overland Pacific Co.  
Chas. C. Moore & Co. Engineers  
Zellerbach Paper Co.  
Hills Bros.  
Getz Bros. & Co.  
H. S. Croker & Co.  
Raphael Weill & Co.  
(The White House)  
F. W. Woolworth & Co.  
J. A. Folger & Co.  
National Paper Products Co.  
Pope & Talbot  
San Francisco Chronicle  
The John Bollman Co., Branch of  
Liggett & Myers Tobacco Co.  
San Francisco-Oakland  
Terminal Rys.  
American Photo Players Co.  
California State Prison, St. Quentin  
State Mining Bureau  
California State Library

*The Royal Office in San Francisco  
is located at 7 and 9 First Street*

*"Compare the Work."*



# Preparing America to Rebuild the World

NOW that Liberty has triumphed; now that the forces of Right have begun their reconstruction of humanity's morals; the world faces a material task of equal magnitude.

In this task American muscle and brain, and the products of American mines and forests, are already playing a leading part.

American industry, which responded so promptly and so effectively to the sudden demands of war, is rallying to the greater demands of Peace.

The call which now comes to every citizen of the United States is a call to produce, to expand, to develop, to lead the way in the rebuilding of the world.

American shipbuilders are planning a world-reaching American marine; American railroad builders are laying trunk lines on the other side of the earth; American motor vehicles are setting world standards of luxury and efficient transportation; American farmers plant that women and children in countries beyond the sea may be fed. And hundreds of new industries are springing up, with men of wide vision at their head, in answer to this same call for American leadership.

Nor is this urge in any way limited to our larger organizations. The demand for efficiency in plants of all sizes and kinds is the same demand which calls upon the civilized world for its supreme efforts in these days of restoration.

Fenestra Solid Steel Windows typify the spirit and need of these brighter days. Owing their existence to a call for increased manufacturing efficiency before war wrecked the world, their place, permanency and opportunities are now fixed by a condition that bids for every possible degree of effort and equipment of the most superior type.

Fenestra Solid Steel Windows in commercial structures of every sort, bringing daylight and fresh air and wholesome conditions to the armies of American workers, will help to increase the output and quality of our textiles and machinery, of our food-stuffs and clothing, our cars and trucks and tractors and implements of every description.

In this way will they contribute to the magnificent accomplishments of Peace. In this way, by serving American labor, will they contribute to the most glorious undertaking that men have ever faced — the Rebuilding of the World.

DETROIT STEEL PRODUCTS COMPANY  
2303 East Grand Boulevard  
Detroit, Michigan

# Fenestra

SOLID STEEL WINDOWS





## **This SHIPPING BOX Will Cut Your Costs**

Already you have felt the necessity of eliminating all the waste of War-Time in the coming race for the World's trade. Every proper economy must be practiced in the manufacture and shipping of your product.

### **H. & D. Fibre Boxes**

are the most economical of shipping containers. They save in first cost, in storage, handling, packing and shipping. Cushioning their contents, they best protect your goods in transit.

*Write for "How To Pack It," a book full of packing facts—sent free on request*

**The Hinde & Dauch Paper Company**  
 304 Water Street, Sandusky, Ohio

Canadian Trade, Address Toronto, Canada



## In this Number

Cover: An Aqueduct in Rio de Janeiro

By R. L. LAMBDIN

Concerning Contracts in Khaki .....	Page 9
Has the War Doomed Competition? .....	Page 10
New Laws Affecting Business .....	Page 11
Our War Goods Bargain Counter .....	Page 12
By E. N. CAMPE	
Carter Glass the Silent .....	Page 13
By THOMAS H. UZZELL	
Editorials .....	Page 14
The Air Mail, Limited .....	Page 16
Your Trade-Mark In Foreign Lands .....	Page 17
By J. E. FITZGERALD	
The Chewing Question in the Orient .....	Page 18
By JEROME WILLIAMS	
Russia's Peasant: Economist and Financier .....	Page 20
In Defense of the Motor Truck .....	Page 22
By GEORGE M. GRAHAM	
A Master Key To New Markets .....	Page 24
By CHAUNCEY DEPEW SNOW	
German Business Our Indemnity .....	Page 26
By A. MITCHELL PALMER	
Business Conditions .....	Page 29
By ARCHER WALL DOUGLAS	
A White List of Books: Sales Promotion .....	Page 30
Little Stories of the Nation's Business .....	Page 32
Illinois Adopts Business Management .....	Page 38
By GOVERNOR FRANK LOWDEN	

## Cited in a Private's Dispatch

HE had been shot to pieces. Broken-bodied, he was unconscious when his journey towards the base hospital began. He was lifted and dropped, shaken by the inevitable difficulties of the beginning of the *blesse's* progress homeward.

Finally, awakened to consciousness, he felt himself raised into a railway coach. The train started. Again the wounded boy was tossed by the stiff springs of the little coach, as it rattled over the lightly built roadbed, jerked forward and backward by the hesitant progress of the under-sized locomotive on ahead. It was a foreign train on a foreign roadbed.

Then one night there was a change. The wounded young American was put into another coach—a larger, heavier one. It started. He felt beneath him the solidity of rock, the smooth rolling of wheels not to be mistaken; the steady and powerful pull of the locomotive. At last—an American train on American roadbed.

Now was he comforted by heavy steel rails, stoutly timbered roadbed, rock ballast, steel clamped, perfectly graded—and every ounce of that metal was dug out of American hills, smelted, forged, rolled, and beaten by Americans, and laid down in this strange, far-off land to wage freedom's war and to comfort him on his bitter journey away from the roaring guns.

Beneath and around his tortured body he sensed the incarnated soul of America in unbending rails beneath the mighty engine and the swiftly, smoothly flying car. He knew that he was being conveyed by ponderous drive wheels which dwarfed every locomotive in that foreign land of wars.

The soldier's sufferings lessened. He thrilled. As he explained it "something got hold of me." The vision, the daring, the epic labor that conquered the wilderness, swept through the prairies, climbed the mountains, and lined with steel the sunrise of the Atlantic with the sunset of the Pacific—that something had got hold of him. And that something has got hold of the world.

*An American soldier's experience, as reported in the Manchester (England) Union.*



## THE NATION'S BUSINESS

*Published Monthly by the Chamber of Commerce of the United States, Washington, D. C.*

MERLE THORPE, Editor

As the official magazine of the National Chamber, this publication carries authoritative notices and articles in regard to the activities of the Chamber, its Board of Directors and Committees. But in all other respects, the Chamber is not responsible for the contents of the article or for the opinions to which expression is given.

Subscription price . . . . . \$3.00 a year; 25c a copy  
Canadian subscription price . . . . . 3.50 a year; 30c a copy  
Foreign subscription price . . . . . 4.00 a year; 40c a copy

Publication Office: Baltimore, Maryland. General Offices: Riggs Building, Washington, D. C. New York Office: Woolworth Building.  
Chicago Office: Otis Building. San Francisco Office: Merchants Exchange Building.

Entered as second class matter November 16, 1918, at the Postoffice at Baltimore, Maryland, under Act of Congress, March 3, 1879.







**Before Tarvia was applied**—Above illustration shows the dusty and worn-out condition of Sinsinawa Avenue, East Dubuque, Ill., in 1915



**After Tarvia was applied**—The same view of Sinsinawa Avenue taken three years after Tarvia made it traffic-proof, dustless, and free from mud

# Tarvia

*Preserves Roads  
Prevents Dust*

## HOW TO MAKE BAD ROADS GOOD

**T**HE road authorities in this instance had been trying to make plain macadam serve their purpose under modern traffic and the attempt failed as all such attempts fail, for *plain* macadam was never intended to withstand any such vehicle as the automobile.

So, when they resurfaced the road in 1915, they did it in a different way. Instead of laying a new surface of hard, dry, brittle macadam which pulverizes readily under the swift motor-driven wheels they laid *tarviated* macadam.

The broken stone was spread over the old road-bed, partially compacted under a roller, and then hot "Tarvia-X" sprayed upon the road, filling the interstices so as to enclose the stones in a rough, semi-plastic matrix of Tarvia.

Then there was a layer of finer stone and more "Tarvia-X" and a final surface coat of fine-stone screenings well rolled in.

The new surface is more than adequate to withstand the traffic. It is not wasting away as the old macadam did and the savings in maintenance will more than make up for the cost of the Tarvia.

Meanwhile the citizens of East Dubuque have secured a street that is smooth, clean, dustless and automobile-proof.

Look at the pictures and consider which road you would rather have in your town, *especially as the poor road costs more in the end than the good one!*

### Special Service Department

This company has a corps of trained engineers and chemists who have given years of study to modern road problems. The advice of these men may be had for the asking by any one interested. If you will write to the nearest office regarding road problems and conditions in your vicinity, the matter will be given prompt attention.

*Write for illustrated booklet and further information*

The *Barrett* Company

New York	Chicago	Philadelphia	Boston	St. Louis	Cleveland	Cincinnati	Pittsburgh
Detroit	Birmingham	Kansas City	Minneapolis	Nashville	Salt Lake City	Seattle	Peoria
Atlanta	Duluth	Milwaukee	Bangor	Washington	Johnstown	Lebanon	Youngstown
Toledo	Columbus	Richmond	Latrobe	Bethlehem	Elizabeth	Buffalo	Baltimore
THE BARRETT COMPANY, Limited: Montreal Toronto Winnipeg Vancouver St. John, N. B. Halifax, N. S. Sydney, N. S.							





# THE NATION'S BUSINESS

A Magazine for Commerce Business Men

VOLUME 7, NUMBER 2

WASHINGTON, FEBRUARY, 1919

## Concerning Contracts In Khaki

**I**NFORMAL contracts as a phrase is likely to make an ordinary citizen feel "cross-eyed in his head." In his business relations he is accustomed to apply the quick test of whether or not in a particular transaction there is contract. For all he cares it may appear in deshabille, or in morning dress, or in a Prince Albert and shiny hat, or in formal evening attire painfully correct cap-a-pie. To him a contract is a contract, whatever its habiliments, although he is probably most at his ease about the eventual results when it appears in a plain business suit.

A contract in khaki, however, turns out to have something startling about it. Such a contract must have every button in place, and if one of the most inconspicuous of the buttons varies from the regulation spot by half an inch the War Department literally cannot recognize the contract because of the defect in said button. Thereupon, the ordinary citizen—such a variety of American, however nonexistent in real life, can be imagined for purposes of argument—encounters a contract upon the like of which he never before laid eyes; for at one and the same time he gets no rights under the contract with a button over which the seamstress nodded, but the Government can enforce against him every one of the provisions and recover damages in the courts if he does not perform his part.

Such a situation is peculiar, to put it mildly. The explanation lies in the unpleasant but unescapable circumstance that human nature has its frailties. Sad experience with men's deficiencies has led our state and federal governments to throw special protections around contracts which are to obligate them and take funds from the public treasury.

### "Busy Bees" Promised not to Sting

**T**HUS it happens that before a contract with the War Department binds the Government, and money can be paid upon it, some special formalities have to be observed, such as reduction to writing for all the terms, signature at the end by a duly accredited contracting officer in his own handwriting and by the contractor, and a few other touches which involve pretty ribbons and red sealing wax. The copy finally placed in the Government's archives suggests the pomp and ceremony of an earlier century.

Being constitutionally perverse, not a German showed any disposition to suspend hostilities until the formalities enjoined by our statutes could be followed. With the Germans inconsiderately exerting their strength to the utmost, insistent requests from officials were laid upon manufacturers of every variety of things needed in modern war to make all possible haste and to proceed upon tasks that were definite, with



assurance that a formal contract would be forthcoming as soon as the formalities could be completed. Even when the formal contracts were prepared, the contracting officers were so appalled at their number that they authorized assistants to sign their names per proc., which laymen and lawyers had always thought as good a way as an original signature. As the Secretary of War has said, the members of the department were as busy as bees. About that he could not be far wrong, because the department expended something like \$10,000,000,000 in the war and when the armistice was signed it had outstanding twenty or twenty-five thousand contracts, which called for expenditures of \$5,000,000,000 more, and the war industries were just getting into their stride.

### What the Treasury Said

**A**FTER the armistice was accomplished the Comptroller of the Treasury—who really holds the national purse-strings, since he says whether or not each payment of public funds is authorized by law—stepped forward with a pronouncement as to two classes of these contracts—those which looked to the contractor as if they were complete and formal in every respect but were in fact signed per proc., and the official requests by letter, telegraph, and telephone which had not, on November 11, been followed by formal contracts and which the War Department wanted to reduce or cancel on terms for which it had stipulated. As to the first lot of contracts the Comptroller said the contracting officer's signature alone would suffice, and as to the latter he declared no formal contract could now be made, because the Government cannot legally contract for anything it does not need at the moment its pen is put to paper. The "informal" contractors could not even proceed in the Court of Claims, take their chances among claims filed on account of depredations of Indians in by-gone generations, and thus put in motion a course of events that might result in a judgment in their grandchildren's day. The predicament caused by the Comptroller was very real, because unless he was in each case shown a contract which he considered legal in all its formalities he would not sanction a settlement. He occupies a position of such strategic advantage, at the very door of the public treasury, that all the rest of the Government is eager to conform to his every whim.

### Fiat Starts Epidemic of Bankruptcy

Perhaps even the Comptroller has been a bit dismayed at the results of his announcement; for it turned out that he had declared of no obligation against the Government some 6,250 contracts of the War Department. They called for work which was to cost \$1,600,000,000 and on which manufacturers had spent

(Concluded on page 56)



# Has the War Doomed Competition?

For thirty years the government said to business combinations: "Thou shalt not!"

To defeat Germany we stood together. Peace demands a new program

**W**AR has taught business new ways." So say men everywhere. True. But let's be specific. Just what has business learned? The forms of business still plastic from the heat of war may now be moulded anew. Before they harden again—we must act quickly.

Our President is in Europe; our business leaders have resigned from their government jobs to return to their desks at home; and Mr. Average Citizen has his eye fixed upon the prices of vegetables posted in front of the grocer's shop. Now is the time for a peace conference at home. A new league of domestic interests is within our grasp.

Some fifty years ago the corporation was born in this country. It was a prodigy of growth and strength. Men looked at it as the farmer looked at the giraffe, delighted, amazed, incredulous. Soon it was pushed into a walk. It was set to work. It obeyed orders. It fed out of our hands. But alas, its frailty was soon discovered: it was without a soul!

For eight and twenty years Congress, popular magazines, colleges, and churches have been searching diligently for this missing soul. Now, at last, thanks to the war, it is found. And the queer thing about it is that it has been there all the time—growing. And now we will take a look at it through the mental spectacles of a little group of men, who have been studying it in order to determine just how it might be preserved and made a business asset in these constructive days of peace.

This little group of men numbered seven. They were called together by the Chamber of Commerce of the United States. The object of their labors was to draw up a clear narrative of the evolution of anti-trust legislation as in their judgment might seem advisable.

The names of the men on this Committee are: Rush C. Butler, Chairman, W. C. Coffin, William F. Dean, W. L. Saunders, Henry R. Seager, Alexander W. Smith, I. C. White. These men labored hard and thoughtfully to bring the ideas and ideals of progressive business men down to the brass tacks of a concrete program of action.

"Let us begin with the Sherman Act," says the Committee, "when you get it separated from its volumes of statistics and law books and lure it into a conversational mood. That was Congress' first effort to control this vigorous young business ogre without a soul. The year, you remember, was 1890. Like good Anglo-Saxons, when we felt our liberties were in danger, we passed a law.

"The Sherman Act was a negative provision, however. It said: 'Thou shalt not.' It raised a club over the head of American busi-

ness, and on this club was written 'trade must not be restrained.'

"We had a feeling in those days that if we just prevented promoters from doing certain things all would be well. Business was a fight. We could see that clearly enough. To some men it seemed as brutal as a prize fight. Therefore—the need of a referee. As yet, you see, business was conceived as something apart from the people, roped off from it, so that flying arms and legs would not come into contact with the general eye or nose.

"The nearest thing to a referee which our jurist could see anywhere was the Supreme Court of the United States. It was handed a copy of the Sherman Act and asked to go to it.

"The game began. The Supreme Court sat with all its august dignity and watched the trade skulls being cracked right and left. When the casualties were brought before it, it said what it thought of them. Sentences were passed against them. In this way the corporation lawyers of the country learned a lot about penalties for certain industrial blows below the belt, but—the fight went on and there were just as many skulls cracked as before.

"The Sherman Law was a temporary cure rather than a prevention. As a result a new epidemic broke out—mergeritis. Corporations of corporations sprang up. Up sprang also the muck-rake. And the muck-rakers said: 'The corporation has no soul.'

"During the fifteen years or so after 1890 the country continued to try to legislate business into the paths of righteousness. It couldn't be done."

## A Pathetic Story

**T**HE committee which has been speaking to us had all these laws at its finger tips. The

criminals. In 1916 Congress discovered that the prohibition of this act was not wide enough and created another criminal category. Three-fold damages were allowed injured people, and seizure of property was made possible.

The Committee tells us also of the Expediting Act of 1903, as amended in 1910. The thing that was "expedited" was the legal process itself. "I suppose all this legal red tape is necessary," said the aggrieved business litigant, "but what I want is quick action. Stop those chaps from fixing prices on me and do it quickly, or I'm lost." Whereupon the courts gave precedence to actions to obtain injunctions. This was a slight advance, as you shall see.

## Two New Ideas

**I**N 1903 and 1906 Congress discovered a constitutional route into the ledger vaults of these soulless corporations. Many indeed were the special legal devices by which a distracted Congress attempted to regulate the "trusts." The Sherman Law was tried on, buttoning in the front and in the back, upside down and every other conceivable way, but always the corporation, feeling itself uncomfortable, managed to wiggle out of the legal garment.

"Finally," continues the Committee, hurrying to arrive at an announcement of their proposal, "a new idea was hit upon almost by accident. In 1913 a law was passed, providing for the operation of the Panama Canal. This law carried a rider which prohibited a railroad company from having an interest in a water line with which it might compete, but—and here is where this modest little rider began a very big chapter in our industrial history—this same law allowed the Interstate Commission to permit continued control of the

water line by the railroad, if the Commission found that the water line was being operated in the public interest."

The public interest! Here was a new phrase in our anti-trust legislation. And here we have two new ideas: first, the idea of corporations still fighting each other, to be sure, but fighting in the public interest; secondly, of the general scrap being supervised by a body of men having a paternal rather than professional interest in the outcome.

We can call this the second of the three stages in the history of corporate business. The first was under the Sherman Law with the Supreme Court to apply it. This second began with the Panama Canal law which made the Interstate Commission a sort of referee. With this second stage we get pretty close to the soul of the corporation.

"This law of 1913," continues the



list of them makes a rather pathetic story—pathetic in the light of the fifty years of experience which have elapsed since the great war began.

It was discovered that importers dealing with firms in foreign countries were making agreements in restraint of trade. The Wilson Act of 1894, taking cognizance, said "thou shalt not" and created another category of



Committee, "allowing public spirited railway companies to buy up and control competing water lines, inspired Congress to pass several other statutes along the same line. It had two new objectives in view: to prevent instead of to cure, and to develop this supervising idea which had been first attempted by the Interstate Commerce Commission. The thing to do, said Congress, was to talk not so much about 'restraint of trade,' as about 'unfair methods of competition.'

"It was clear, too, that another regulatory body was necessary. The Commerce Commission was too special in its scope; it dealt almost entirely with the railways. It, too, was more concerned with legal adjustments than with the traditions and processes of industry. To this extent it was negative rather than positive, a restrainer rather than an encourager. President Wilson realized this. In his Congressional speech of 1914 he made the suggestion which was later carried out in the creation by Congress of the Federal Trade Commission.

"The Trade Commission was organized in 1915. Years of public discussion had preceded it. In fact a beginning had already been made in the creation in 1903 of the Bureau of Corporations as a part of the Department of Commerce and Labor. The Bureau had been directed to inquire into business as conducted by corporations and assemble data which might guide the President in proposing new laws for regulating interstate business. For the exer-

cise of these powers the Bureau received as to corporations engaged in ordinary business enterprises much the same authority of investigation as was possessed by the Interstate Commerce Commission with respect to railroads."

We might as well solve the mystery of our plot right here. The soul of incorporated business is not a *thing*. It is a *plan of cooperation*, a *formula*, if you will. And this formula was

it is not yet loved by business men as a whole."

Now you've said it. That is just what our committee of seven asked itself. There was its chief problem. Its answer and proposed reform are the formula for putting the elusive soul we are seeking to work. Let us now listen again to the committee's own words:

"The reason why the Federal Trade Commission did not work as it should was mainly because its powers were abused. It was mandatory rather than regulatory. It tried to become a Supreme Court rather than a philosopher, friend, and guide. What was to be done? The war gave us our clue for an answer.

"The experience of peculiar value in all this matter during the war was that most of the twenty or more statutes, resulting from thirty years of anti-trust legislation, were serenely ignored by the war-created governmental bodies managed by business men. These laws were negative. War is positive. The laws said don't get out of your roped area. The business managed governmental bodies said: 'Come, everybody get into the area; only Germans are on the outside now; let us all struggle together to one purpose.'

"The other war revelation of great value was the comparison inevitably made between these dynamic, progressive, business-managed war bodies, and the Federal Trade Commission. The Commission, instead of continuing to look for things which business could do, was falling

(Continued on page 54)



pretty definitely set forth with the creation of the Federal Trade Commission. Its greatest good was just this: *it proposed for the first time in our history an admirable meeting ground for government and business.* It was established on the theory that the corporation would have a soul just as soon as the Government managed business from the point of view of business, and business men ran their jobs with the Government, or general public interest, in mind.

"But why, then," you interrupt, "hasn't the Federal Trade Commission been more of a success? We have had four years of it and, while it has fathered some wholesome laws,

governmental bodies managed by business men. These laws were negative. War is positive. The laws said don't get out of your roped area. The business managed governmental bodies said: 'Come, everybody get into the area; only Germans are on the outside now; let us all struggle together to one purpose.'

"The other war revelation of great value was the comparison inevitably made between these dynamic, progressive, business-managed war bodies, and the Federal Trade Commission. The Commission, instead of continuing to look for things which business could do, was falling

(Continued on page 54)

## New Laws Affecting Business

THE new revenue bill continues in the making, but the day of its appearance in final form is not very far off. It is significant that the conferees, who eventually obtained the bill in the first week of January, by the middle of the month felt able to assure the Commissioner of Internal Revenue that he could send to the printer forms for returns on account of income tax to be used by persons with incomes of 5,000 or less. This would seem to mean that the conferees have made progress with the problems they have to solve, even though they still face some very difficult questions.

### Inventories to be Fairly Estimated

ALTHOUGH the bill is in conference, discussion of some of its provisions has not abated. With prices a moot question, taxpayers with inventories of materials or merchandise have been speculating with some anxiety about the possibility of their paying income and profits taxes for 1918 upon profits which appear on their books but which they will never be able to realize.

Apparently some persons in this situation made "wash sales" in December for the pur-

LEGAL embarrassments which have prevented business from figuring its war costs and taxes are being removed by Congress, as told here.

pose of "realizing" losses on inventories to put in their returns for 1918. At least, this was the understanding of the Commissioner of Internal Revenue, who issued a statement in early January intimating that, in view of his plans, resort to such a device was not necessary.

A fair interpretation also might lead to a conclusion that he expects amendments made by the Senate to become law; for he refers reassuringly to the Senate's provision allowing deduction of losses, even though not realized, due to a material reduction of the value of the inventory. Debate in the Senate would appear to make plain an intention to allow this deduction if an inventory, because of falling prices, shows a decrease in value.

By another provision of the bill, which has been substantially accepted by House and Senate, the Commissioner will have greater discretion than ever before to deal with inventories. Under this authority he believes he

will be required to prescribe such inventories as will most clearly reflect the income of a taxpayer. In making regulations by virtue of this part of the new bill he seems to expect to grant some relief to taxpayers who, under the present regulations, are taking inventories at cost, rather than at the market price as the one or the other is the lower; for he intimates as strongly as an official can very well declare in advance of Congressional action that he will arrange another method for taxpayers in this situation. When the regulations appear under the new revenue bill they will, of course, apply to 1918.

### War Business Accounting

RETAIL merchants, however, have asked Congress to give the Commissioner of Internal Revenue specific authority to allow deduction on inventories to an amount not exceeding twenty per cent to meet declines in prices. For the amount of this deduction they would have taxpayers give bond for the payment of additional tax on any part of the deduction not actually shown to be justified by declining costs during the following year. As yet the

(Continued on page 58)



# Our War Goods Bargain Counter

From a surplus of supplies worth a billion and a half the government will sell vast stocks upon a far-sighted business plan

By E. N. CAMPE

*Surplus Property Division, War Department*

**T**HE rejoicing caused by the signing of the armistice was followed immediately by a very deep concern. How would the Government dispose of its surplus stocks?

A surplus of supplies was inevitable. Its existence was proof of the success of our war munitions organizations. It shows that our purchasing departments won the race which they ran with the increase in the number of recruits going to the camps each month. The amount of surplus stocks will seem staggering, unless it is viewed in the light of the huge size of our army.

At the same time arrangements were made for canceling contracts, the problem of selling material and equipment no longer needed was considered. The policy for handling this problem is now ready.

The utmost care will be taken not to disturb business stability. Small as well as large matters will be considered. Every possible effort will be made to avoid business casualties, sudden price depressions, sudden decrease of production, and the consequent disturbance of labor conditions.

The first efforts will be to dispose of as much surplus

as is possible to what we choose to call our "preferential market." This market will consist of governmental and semi-governmental agencies with whom direct contact has already been established. For example: the Navy Department, Post Office Department, Indian Purchases of the Department of the Interior, Emergency Fleet Corporation, Belgian Relief Commission, Panama Canal, Panama Railway, Red Cross, Y. M. C. A., New York Department of Charities, Salvation Army, Boy Scouts, and other large relief organizations.

Through methods already established, preferential sources will be reached before the local business market is touched.

Tremendous quantities of material have been sold to the Belgian Relief Commission. A large order is under consideration from Montenegro, and one from Ecuador. Negotiations are being constantly conducted with purchasing commissions of other foreign governments. Daily business is being done with all

the agencies in question, and a representative is now on the way to Europe with as complete lists of stock available as are obtainable at the present time, to ascertain just what the markets abroad may be able to absorb.

## Your Taxes Involved

**O**THER representatives will no doubt follow shortly to Europe and South American countries, keeping this department in constant touch with immediate requirements.

Thousands of trucks will be transferred to the Post Office Department and authority is being sought whereby large quantities of available material can be transferred to the Forestry Service of the Department of Agriculture. Large requisitions are being received daily from the Navy Department, Panama Canal and Panama Railway.

From the foregoing, it will be seen that large

*(Continued on page 44)*



© Western Newspaper Union

The army's salvage drive has been as energetic in France as in this country. As this photograph shows, the saving of waste material began right up in the trenches. From there it was taken to advance dumps and thence to railheads

where it was sorted, reissued, or repaired. Our reclamation force of 17,000 men covered 4,000 square miles. In the single month of October last they salvaged \$16,000,000 worth of material, or half a million a day.



# Carter Glass the Silent

He took ten years to prepare his first important Congressional speech, the Federal Reserve Act

By THOMAS H. UZZELL

"**H**ERE is a constituent, a young man, who wishes to know how he can become a member of the President's Cabinet." The speaker, a senator, entered the office of a colleague across the hall of the Senate Office Building, with a letter just opened in his hand. This letter was one of a basketful received in the morning mail.

"How to become a Cabinet member?" repeated the colleague, laying down his own letter opener.

"Yes. What would be your answer?"

"Tell him to consider Carter Glass."

"There isn't anything very dramatic about Glass' rise to governmental fame," returned the inquiring senator.

"How do you mean? Don't you think he deserves to be Secretary of the Treasury?"

"He certainly does, but observe the coldly logical steps by which he rose. First, a printer's devil in a small town, Lynchburg, Va., printer, reporter, editor, publisher—publicity! Thus he got into Congress. He became a member of a prominent committee, the Committee of Banking and Currency of the House of Representatives. He stuck to the committee; he studied banking and currency problems; he was loyal to his party; and in due time, by the rule of seniority, he became chairman of the committee.

"His party came into power. When one of its chief officials, the Secretary of War, was assailed in the House, Carter made a magnificent effort in defense of him. Already, as chairman of his committee, he had framed the Federal Reserve Board Act.

"A vacancy occurred in the office of the Secretary of the Treasury. Naturally, Carter Glass was the man selected to fill the place. Is there in such a colorless career anything to stir the ambition of an aspiring young constituent? No."

"If you think Carter Glass has not genius of a peculiar order you are mistaken. The extraordinary thing about Glass is the fact that all his life he has been a scholar, though a politician, and that he depended for his success more upon study than upon talk. He loaded his gun ten years before he fired it. The world cannot resist men who attack it with such patience and determination."

Carter Glass prepared himself for his great hour by many greater hours of silent, exhaustive labor. By profession he is an editor and publisher, not a banker. Having become a member of the banking committee, he decided that to become a good congressman he would have to learn all that one could learn about the business of his committee.

## Wampum, Ancient and Modern

**F**OR ten years he labored, storing up knowledge in this field without making a single speech in Congress. He examined the currency question of every country in the world. Intellectually he dug up the buried coins of ancient peoples and understood them so well that he could have bought his groceries with them.

Among his papers to this day may be found a tabulation of the wampum money market of our own Indian aborigines. One explanation

runs thus: "Six white cylinders of clam or oyster shells, a fourth of an inch long, and one-eighth of an inch in diameter, were worth an English penny; blue and black cylinders were worth twice as much." Mr. Glass learned that some Indians, measured by their stores of wampum, were poor, some wealthy, and that, as now, wampum gave its possessors their grades in the community, and reduced their difficulty of getting into the Indian heaven.

Then Woodrow Wilson was elected President in 1912. By this time Carter Glass, among others, had decided that the banking system of the United States lacked elasticity. Having learned that he was soon to be chairman of the Committee on Banking and Currency, before Mr. Wilson moved into the White House, a portfolio filled with papers under his arm, Carter Glass visited Mr. Wilson in New Jersey. The President-elect encouraged him in his plan to prepare a comprehensive currency bill.

## A Sensible Vision

**M**R. GLASS strode towards the footlights of history. Without definite knowledge of the technicalities of banking, or the wisdom of philosophers, but with a passionate belief in the rights of the people and a common sense vision of the requirements of commerce, Mr. Glass sat himself down in his hotel at Washington to write his great work.

On September 10, 1913, he took the floor of the House of Representatives. With accumulated emotion for his new bill, and his eyes on the stores of ammunition scattered in voluminous papers over his desk before him—such was the opening of the first really important Congressional speech of the owner of the Lynchburg News. Before he opened fire he asked of the House that the "continuity of my speech be not interrupted as the topic is technical." Where-

upon he talked fourteen newspaper columns without interruption.

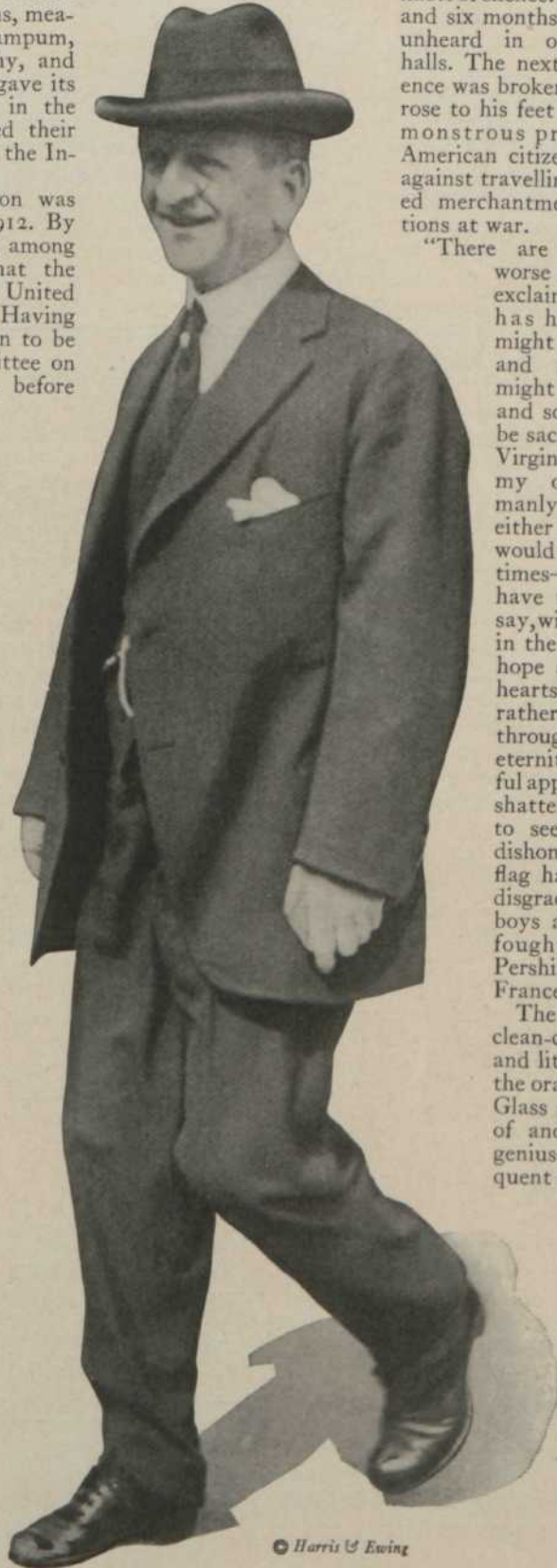
After the passing of the Federal Reserve Bank bill, Congressman Glass resumed his old habit of silence. For two years and six months his voice was unheard in our legislative halls. The next time the silence was broken was when he rose to his feet to oppose the monstrous proposal that American citizens be warned against travelling on the armed merchantmen of the nations at war.

"There are some things worse than war," he exclaimed. "Virginia has homes which might be desolated and mothers who might be distressed and sons who might be sacrificed. Two of Virginia's boys are my own—stalwart, manly fellows, for either of whom I would die a thousand times—and I would have them hear me say, without a tremor, in the spirit which I hope animates their hearts, that I would rather be pursued through time and eternity by the pitiful apparition of their shattered forms than to see my country dishonored and its flag hauled down in disgrace." These two boys at a later day fought nobly with Pershing's army in France.

The virile ring and clean-cut use of words and literary finish of the oratory of Carter Glass give us a hint of another dash of genius—he is eloquent without practising to be so. He waits until he has something to say and then he says it with the power of a siege gun.

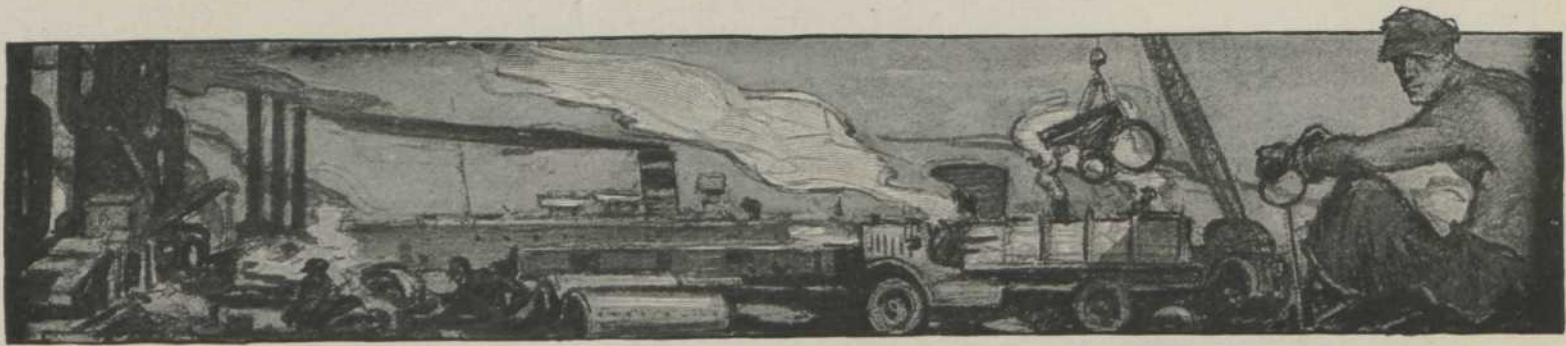
The third and last speech of Congressman Glass

(Continued on page 66)



© Harris & Ewing





## Dodging a Few Brickbats

**T**HE Business Man needs a defender of his good looks and the quality of his intellect, but doesn't know it. He is either too confident of his charms and powers to notice the unkind personal flings that are taken at him, or too busily engaged in the more serious things that every day evolves. Besides, in his silence about the latest libelous aspersions there may be something of chivalry; for he has not uttered a word of retort

to the superior-minded lady who, in a journal which didactically tells us offhand how we are to solve all the problems of the world over-night, declares in words of intense conviction that the business man "is possessed of insignificant personal charms, commonplace intellect, and undistinguished character."

The intimation is that every other inhabitant of these United States is an Adonis, or a Venus, has a commanding intellect, and nurtures a character as rugged as an agglomeration of Plymouth Rocks. If we should get right down to the facts of pulchritude and mental and moral power—but with a lady in the case, the less said the sooner mended.

When a man undertakes to speak ungenerously it is a different matter. A knight of the pen who is much given to an affectation for forests and mountains has advised business men to "go hungry and cold like the wolf, go wade like the crane." Fine! retorts the New York Evening Post, but the chap has got so far out of touch with civilization that he forgets its rudimentary exactions.

In order to wade like the crane the city man has to buy an extremely expensive outfit, arrange his business affairs, provide for his family, and obtain tickets. After going through with all this, he has barely become accustomed to the ways of the crane when he dies, or receives an urgent message to hurry back to keep an industry or two out of bankruptcy. As for the suggestion of superiority in the habits of cranes and wolves and persons who dwell with them, the Post roundly asserts there is not a hardened backwoodsman in the whole North Woods who would not in short order be exhausted by an ordinary cross-filing system.

## Our Banner Shipping Figures

**O**CEAN carriers have been in greater demand than ever before in the whole history of shipping. One result has been the American building program, which began in August, 1917, with governmental requisition of vessels which were then under construction. Between that date and the end of December, 1918, something like 1,426 steel ships of 5,000 tons or more were delivered to the Shipping Board. Such vessels are to be considered a permanent addition to our merchant fleets for international commerce, since they are in character and size capable of keeping high seas. The gross tonnage of these vessels aggregated almost 8,000,000. Vessels which are still to be delivered will add over 6,000,000 gross tons more.

## A Fo'cas'le Matter

**T**HE Seaman's Act has been somewhat limited in its effect, through decisions handed down by the Supreme Court on December 23. In attempting to do away with payment of advances upon seamen's wages, which have been a source of much abuse, the Seamen's Act required that when any vessel entered a port of the United States, members of its crew might demand payment of half their wages earned, with deduction for any advances that might have been made. Upon this provision the Court has now placed limitations which it considers necessary to prevent the absurdity of the United States attempting to enact laws that are operative in Calcutta, for example.

As a matter of fact, Buenos Aires was the foreign port which caused the difficulties that got into court. According to custom prevalent there, advances in wages had to be turned over to a "Crimp" by a captain as a condition precedent to his obtaining a crew. In other words, as four dissenting justices remarked, a captain who wanted to sail for the United States had to submit his vessel to practical internment or violate the Seamen's law, as these judges construed it.

The majority of the court, however, found no such interpretation necessary. They discovered in the text of the law no indication that Congress meant to legislate as to contracts made in Buenos Aires. They accordingly held that the captain of either the American or the British vessel which was involved in the dispute could not be made to repay the advances that were made in Buenos Aires.

Possibly the seamen who raised the question about an advance of twenty-five dollars were more interested in testing the law than in the money; for of late they have made good wages. On

British vessels an able seaman has received fifty-five dollars a month, and on American vessels the pay has been seventy-five. In addition they had war bonuses. Seamen have been in quite as much demand for the world's affairs as ships.

## Dora's Beauty Fades

**I**N England, the regulations under the Defense of the Realm Act go by the name of "Dora." Dora is as much disliked there, now that the war is a thing of the past on its great scale, as restrictions on industry are incitements to displeasure in the United States.

## Webb Law Making Good

**E**XPORT cooperation under the law of last April began to take form after the armistice was signed. Earlier there had been some comments because plans did not during active war take definite shape. The fact is, however, that the Webb-Pomerene Act was from the first looked upon as a measure for the reconstruction period.

Events proved the soundness of this theory. Buyers' combinations quickly appeared in Europe, when a cessation of fighting became probable. In France consortiums, *i. e.*, cooperating

## RETURN OF THE TANKS

By CHARLES LE ROY EDSON

**T**HE tractor plow that joined the fight  
Became a sword for God's renown;  
Its caterpillar wheel of might  
Has trod the Prussian ant hill down.  
Its share has tilled the field of hate  
And plowed God's dreadful furrow straight.

And we, whose plow became a sword,  
Shall beat that sword into a plow;  
As in the days of old the Lord  
Hath bidden it is bidden now;  
"Ye blades that reaped the Hessian lives,  
Be harvest hooks and pruning knives."

America, with cunning hand  
Has yoked this iron ox of peace;  
And he shall plow earth's garden land  
Till Famine's fearful plague shall cease.  
March, tractor plow, with armored tread,  
On! To the victory of bread!





groups of purchasers—were organized and at one time these, acting for industries in regions occupied by the Germans, seemed likely to obtain exclusive rights of importation. In England a large corporation was created to deal in non-ferrous metals. These were new forms of combined purchasing which the Federal Trade Commission, in 1916, in reporting upon conditions in foreign markets had cited in its argument for authority for American cooperation in exporting. Combination for increased competitive power has also progressed abroad, as illustrated by the new combine of British dye-makers.

American organizations for cooperation in selling copper and for marketing merchant iron and steel products abroad have now been formed. Plans are in different stages of advancement for other products, such as cotton goods, woolen goods, office equipment, northern hardwoods, southern pine, sash and doors, linoleum, zinc, and brass manufactures. Even if all the plans which have reached a tentative stage do not attain fruition the Webb-Pomerene law has a real record to its credit for the first two months during which conditions have permitted it to be really operative.

### Going, Going!

A MINISTRY of Supplies is the new form into which the armistice has altered the British Ministry of Munitions. In its new guise this organization will probably deal with the great stocks of materials which, by way of precaution, the British Government had accumulated for war purposes. In disposing of these stocks the Ministry of Supplies is expected to fix minimum prices, to prevent or diminish losses to the Government. In addition to materials, England has such items as 100,000 trucks and passenger automobiles for which to find disposition.

On our side of the ocean we have not yet developed a ministry of supplies, but we have a director of sales, who is correlative with the director of purchases in the division of the General Staff in which, when the armistice came along, the War Department was centralizing the activities of all of its supply bureaus, from ordnance to aircraft and warfare chemicals. As of January 1, there has been a general stocktaking. The results of this inventory, when the needs of the army have been checked off, will indicate what is to be sold. The variety will put any department store of the "universal provider" variety to shame. There will be acids, curry-combs, barrels, heating stoves, tooth brushes, nitrates, office appliances, crowbars, oils, hair brushes, and about everything else that has direct utility for man.

Of the disposal of most of these supplies, however, the majority of people will not be aware, if present plans continue. So far as possible, they are to be sold abroad. Negotiations are said to be in progress for sales to foreign governments, and it has even been planned to have a representative take a list to Europe and search for markets much after the fashion of a governmental drummer. Whatever is left, according to assurances, will be so liquidated as to cause no disturbance to markets. To avoid such a result the government apparently would hold many supplies

and take a loss through depreciation and loss of market. In any event, it seems there will be conferences with men familiar with each market before any plans for disposal are put into motion.

### The Game's the Thing

AVOCATIONS have again come into the sunlight, now that the cloud of war has retreated to the horizon. An official announcement which describes the personnel of a commission which has been dealing with a highly practical subject records that the chairman had distinction as editor of his college paper, and that a second member played football for three years on his varsity team, attaining to the eminence of captain. Here's hoping that these gentlemen have never since their college days broken training and are still their pristine selves.

### That Slippery H. C. of L.

THE Cost of Living has probably been captured, and described in figures, about as nearly as its uncertain nature permits. The feat has been accomplished in England, by a committee of eminent statisticians, economists, business men, and officials.

The average increase in prices over July, 1914, which the British working classes faced in September, 1918, was eighty percent. The average rise in their actual expenditures, however, was seventy-four percent. The difference came about through voluntary substitution in part and in part because some articles purchased in the earlier year could not, by reason of rationing and restrictions, be bought at all this year, or only in limited quantities. The net result appears to have been that the working classes were actually slightly better fed in 1918 than in 1914.

For the rise in cost of living there were some compensations to the average

family. Employment at good wages was practically continuous. Workers rose from unskilled to skilled occupations. Women largely supplemented family incomes. The grand result is that it is as difficult as ever to cast up with any exactitude, things as they are with things as they used to be.

### When John Bull Is Fighting Fit

TIME has been the essence of many things of late. In England a vessel of 9,000 tons deadweight was launched on a Monday afternoon. On Tuesday morning all of the heavy weights of machinery had been placed in the hull. On Thursday afternoon the vessel was standing to sea under her own steam. In sixty-four hours of actual working time the steamer had received her equipment of propelling machinery. The Britishers are now looking around to see if anyone else ever did so well.

The Japanese think they have successfully accepted their ally's challenge; for in the twenty-third day after they laid the keel of a steamer rated at 9,600 tons they pushed her overboard. Rather discreetly, however, they have refrained from saying for how many more weeks they had to work at the boat before she could take her place on the open seas.

### COMMERCE AND PEACE

PRESIDENT WILSON TO THE CITIZENS OF TURIN, ITALY

PERHAPS you gentlemen think of the members of your Government and the members of other Governments who are going to confer in the city of Paris as the real makers of war and peace; but we are not. You are the makers of war and of peace. The pulse of the modern world beats on the farms, in the mines and factories.

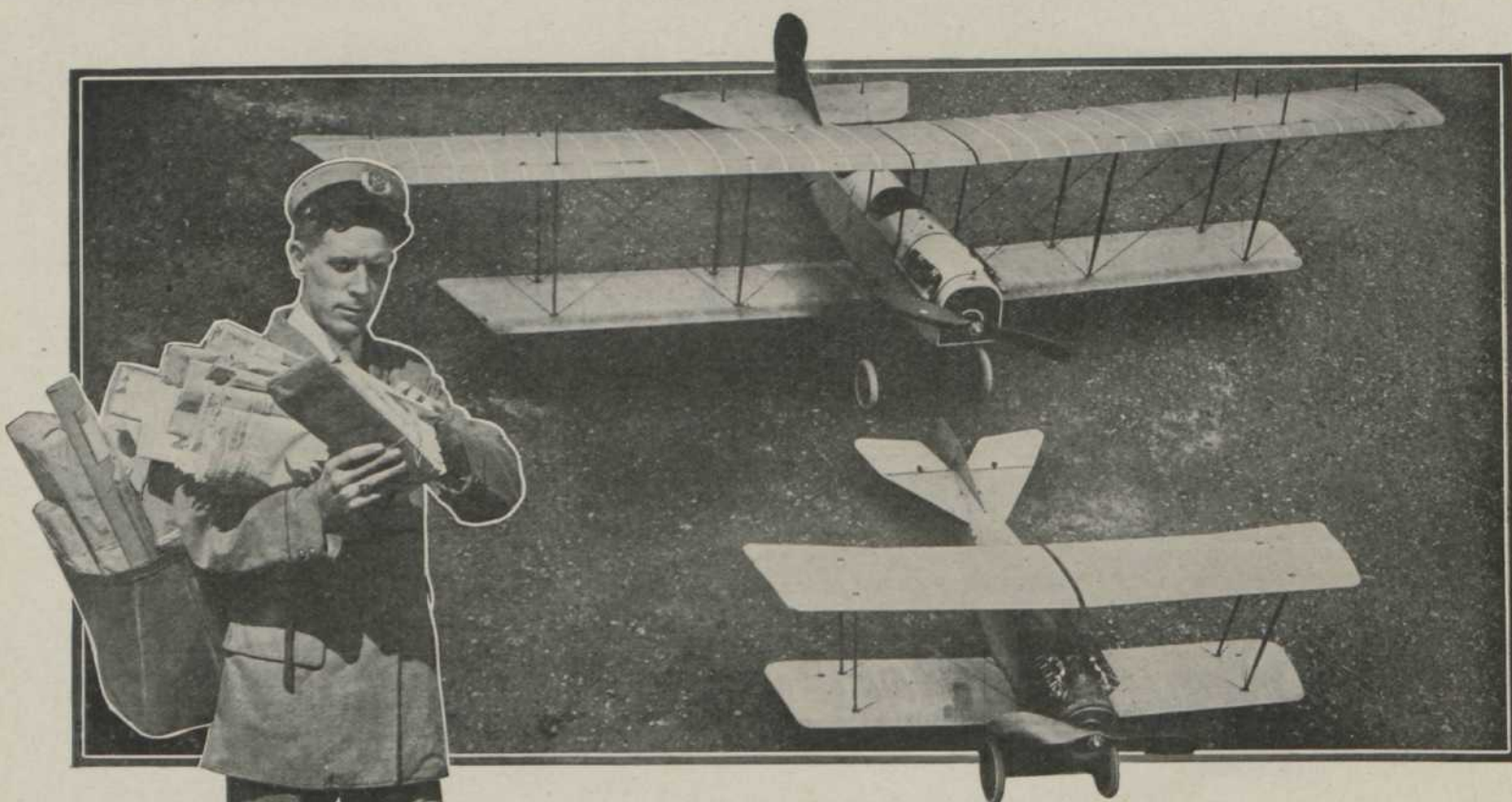
The plans of the modern world are made in the counting house. The men who do the business of the world now shape the destinies of the world, and peace or war is now in a large measure in the hands of those who conduct the commerce of the world. That is one reason why unless we establish friendships, unless we establish sympathies, we clog all the processes of modern life.

I have several times said that you cannot trade with a man who does not trust you, and you will not trade with a man whom you do not trust. Trust is the very vital life and breath of business, and suspicion and unjust rivalries stand in the way of trade and of industry.



# The Air Mail, Limited

Our military pilot's load of explosives changes to the freight of peace, the mail sack



Airplanes, rising sometimes from mud up to their hubs bid fair to get ahead of the mail train. These couriers of the air may play no mean part in bring-

ing into friendly understanding for all time all the nations of the earth. We'll have to sit up nights to keep pace with this new, air-conquering industry.

establishing routes over the length and breadth of the country and to Central and South America.

An official of the Government's air mail service said the other day that he could make use of all the airplanes and aviators in the service of the War Department if they were turned over to him with the necessary funds for expanding the system. Another authority estimates that the air mail service could use immediately about 100,000 planes.

The first route established has been in operation long enough now to demonstrate the practicability of the service and the Post Office Department intends to start soon a transcontinental route with feeders reaching to most of the important cities north and south of the line. The first leg of the route will be from the east to Chicago. It will be set up in the very near future. Routes to Latin American countries, via the West Indies, will be established later.

There still lingers in the minds of many persons the feeling that the airplane is an unsafe, unstable craft. But it must be recognized that the average man's notions regarding aircraft are built almost entirely on the performance of planes designed solely for war purposes and for their fighting qualities.

## Flying Achievements Only Begun

AS a matter of fact the performance of aircraft in peace times should be judged by what is being done with machines built for non-war purposes.

The commercial planes built by the Stand-

ard Aircraft Corporation to carry mail between New York and Washington have established a record of continuous performance of which the best mail train might well be proud. It is probable that no mail train in the country in an equal number of trips would have been stopped by accident fewer times than have been the planes. This record has been set up in the face of the fact that the machines have been flown day in and day out regardless of weather conditions.

## Train Speed Doubled

ON numerous occasions the pilots have made the trip through rain or snow and sometimes the landing fields were so soaked that the machines were compelled to rise from mud up to their hubs.

Thousands of red-blooded young men have been trained as air pilots and on them the Government will depend for flyers to carry the mails. There are in the American air service today more than 150,000 men, of whom perhaps a fifth are licensed pilots. As these men are being discharged from the service they are applying in great numbers to the Post Office Department for work as aerial mail carriers.

The chief advantage the airplane has over the mail train is in speed. The trip from New York to Washington takes on an average two and one-half hours. The fastest train makes the distance in just twice the time. When a similar saving is made in taking mail across the continent it is easy to see just how great an advantage the airplane possesses.

WHEN Orville and Wilbur Wright were experimenting at Kill Devil Hills some years ago with one of their first crude airplanes, a New York banker, who was very much interested in the tests, met the elder Wright and in their talk told him he would back the inventor financially if he could prove that practical use could be made of flying machines.

"I can't prove anything I say," Wright said to the banker, "but you will live to see both mail and freight transported through the air."

The banker was unconvinced and his parting words to Wright were these:

"I may live until that day, but I fear I shall be too old to see anything when the day comes."

The day comes sooner than even the inventor dreamed, and as for the banker, who himself tells the story, he is making use of the air mail route established not quite a year ago between New York and Washington and he is one of the most enthusiastic supporters of the plans of the Post Office Department for es-





# Your Trade-Mark in Foreign Lands

By J. E. FITZGERALD

UP in the offices of the Roamer Truck Company the Vice-President swore. He cursed to exhaustion. Now he was regarding the blue-bordered cablegram from South America, the cause of his matutinal outburst, with baleful but helpless rage.

With five hundred brand new Kleo Eights awaiting shipment and an assured market had come the cablegram, stating with heart-breaking terseness that hereafter the Kleo Truck Company would do business on terms dictated by a certain Latin-American who had shown the foresight to register the Roamer trade-mark in his name. If, continued the cablegram, the Roamer people did not care to do business in that country in that fashion, they could jolly well take their trucks and sell them in Halifax.

And so the Vice-President walked the trade-mark pirate's plank.

Not so long before the Kleo catastrophe the firm of Simmonds, Slocum and Sands, manufacturers of agricultural machinery, looked southward, and seeing that all was not well with their representative in a capital city noted for its beautiful women and artistic expense accounts, relieved said representative of his connection with the firm. Another cablegram. New England reserve in the pretty, elm-shaded factory of Simmonds, Slocum and Sands was shattered into shivering slivers when the purport of that cablegram became known. The South American representative, it seemed, had taken a long look ahead and registered the familiar S. S. and S. trade-mark in his own name as agent. In the meantime a group of enterprising young men in a big concrete building in Washington had examined into that agent's past and present and decided that they were fully justified in placing the agent's name on the Enemy Trading List. To Mr. Sands, with three boys in the service, to Mrs. Sands, field director of the local Red Cross and himself the heaviest bond buyer in the county, this was perhaps the unkindest cut. But the cablegram left no ray of hope.

And so the firm of Simmonds, Slocum and Sands walked the trade-mark pirate's plank.

Or take the case of the Qui Vive Tabulating Company. For ten years they had done the tidiest sort of an export business with the merchants of a republic where "business as usual" survived the semi-annual revolutionary whimsies of an excitement-loving populace. Again the cablegram. Once more the outraged cries. What had happened? Simply that the ten-

year registration of the Qui Vive's trade-mark had expired and that an observant stranger had marched in and applied for and received a renewal in his name.

And so the Qui Vive Tabulating Company walked the trade-mark pirate's plank.

"But," you are saying, "how can such things go on? There ought to be a law. Something should be done to protect the original owner of a trade-mark from such gross violation of his rights."

Granted. The sooner international agreements are made regarding the methods of handling patent and trade-mark arrangements the fewer will be the victims of the trade-mark pirate's wiles. But in the meantime the American manufacturer who is in earnest about his export business would do well to acquaint himself with present-day conditions.

It is no longer enough to hire the bright youngster who can speak phonographic Spanish, tack up the large map of South America, insert your advertisement in a Buenos Aires paper and call it "our export department." A great many firms are finding to their sorrow that this sort of thing will never do much dollar and cent business in countries that are familiar with the thorough-going and often unscrupulous super-salesmanship that came out of Central Europe. After the receipt of one or two such cablegrams as those mentioned above these firms are a bit cautious about rushing in before prolonged research into the local regulations as to patents and trade-marks.

Experience has taught these firms that there are two rules requiring for safety's sake the most scrupulous obedience.

1st. Register your trade-mark in your own name in every country where your goods may have a market.

2d. Register before, not after, you begin exporting.

## The Silver Lining

IN many countries, notably those of South America, priority of registration and not priority of use is the deciding factor in the legal possession of a trade-mark. Perhaps that does not go on all fours with your North American idea of fair play. But it is the law.

"..... nor all your piety, nor wit  
Shall lure it back to cancel half a line,  
Nor all your tears wash out a word of it."

The American manufacturer who found that a total stranger had made application for

the use of a trade-mark that had helped sell the manufacturer's goods for years, exclaimed: "Good God, he can't get away with that! I used that mark first!"

He had—in the United States; there he was protected, but in other countries—let him whistle!

For the present, then, it is a matter of constant watchfulness and alert foresightedness, surely not beyond our native resources. For the future it is a matter of team-work on the part of American manufacturers towards a goal of international standardization of trade-mark practices.

The silver lining is the international bureau soon to be established in Havana under the terms of the trade-mark convention adopted at the fourth Pan-American Congress held in Buenos Aires in 1910. The twenty republics signatory to this convention are divided into two groups with Havana as the center for the countries of North and Central America and Rio de Janeiro as the center for the South American republics.

## Rules of New Game

UPON ratification of the Convention, either bureau was to be established. The necessary number of northern groups have taken this action. The Havana bureau will provide for registration in Costa Rica, Cuba, Dominican Republic, Guatemala, Honduras, Nicaragua, Panama and the United States. Ratification by two more countries of South America is necessary before the bureau at Rio de Janeiro can be established. When both bureaus are in operation registration in either will give protection in all of the countries that have ratified the convention.

Of course no laws made by man are entirely infrangible. Nor are all the trade-mark pirate's victories won over American firms. There is, for example, a Swedish match-maker who is today mourning the loss of a South American business, for which loss he has only himself to blame. He neglected to register the design appearing on his match-boxes. Whereupon the native maker of an inferior brand of matches promptly and successfully made application for the registration of this design as his own trade-mark. He appropriated the design, wording, and all, maintaining that even the words, "Made in Sweden," truthfully represented the facts in the case.

(Continued on page 66)





# The Chewing Question in the Orient

Spearmint drops in at the Open Door and has a go with the wicked betel-nut.  
At first the coolie swallowed it, but soon—

By JEROME WILLIAMS

THE good lady from Philadelphia had just arrived in Tokyo and was keenly alive to all the startling impressions crowding in upon her. She took special note of Jimi, the coolie, who was pulling her 'rikisha. Jimi wore the regulation two-toed shoe that suggested the cloven hoof, and when he turned his head the lady could see that he was moving his lips rhythmically.

"He is doubtless intoning some prayer to the patron spirit of the 'rikisha men," observed the fare to herself.

Her reflections were rudely shattered when she saw Jimi pause, take a fair-sized piece of American chewing gum from his mouth, attach it to the under side of one of his shafts and continue down the Ginza at the jog-trot common to 'rikisha coolies—and cab horses. The appearance of billboards with the familiar green spear trade-mark on them soon brought the realization that you can get away from America but that you can't get away from American products.

All of which brings us to the story of how William Wrigley, Jr., head of the gum company bearing his name, wandering about the world on a vacation, stumbled on a vast virgin market for his confection.

Five years ago Mr. Wrigley made a trip to the Orient, or rather continued eastward a tour which had included Europe. He was taking things easy. But even the rest and quiet of an uneventful sea voyage and the usual jaunts of the tourist could not divert his mind from realizing greater markets for his gum when he saw the widespread use of the betel nut in the East Indies. In Ceylon, India, Burma and the Straits Settlements he saw thousands of natives munching betel nut and he conceived the idea of introducing among them his products.

## Preaching the Gospel of Gum

AT that time, the year 1913, the Wrigley people were doing a business of a few thousands a year in the Orient and no thought had been paid to the possibilities of developing the territory. With their demand in the United States and Canada they were content with the few agencies maintained in the Far East. Now, the story is different.

During the year 1916, the Wrigley Company did a greatly increased business in the Orient

and each succeeding month swells the total. Agencies are maintained in all the principal countries and two years ago, with the world war in progress, an investment of \$300,000 was made in a factory in Melbourne, Australia. Today there is a firm in Tokyo, which supplies Japan; an agency in Shanghai, which looks after the wants of Peking, Tientsin, and the other northern Chinese cities; an agency in Hong Kong, which cares for Canton and cities of the southern interior; an agency in Singapore, from which India, Burma, Siam and the Dutch East Indies draw their supplies, and another in Manila for the gum devotees of the Philippine Islands.

The gum apparently has begun to displace the betel. This is only a "sidelight" though of this trade campaign which has implanted in thousands of Oriental jaws a desire for a confection essentially American.

"I did it," says Mr. Wrigley, "by making them like American advertising methods. It

(Continued on page 48)



These young chaps, being intelligent, soon got the trick of chewing without swallowing. They became public demonstrators. They proved that the arrow-head men of the spearmint ads were not devils and they gave

spearmint a new name: "Loo-lay-sha-ya-dong," or "The lily sweet with the medicine taste." Do they like it? Why the first wads of gum chewed, says Mr. Wrigley, may still be found in the homes of their purchasers.





© Underwood & Underwood

House-boating is popular among the dwellers of Canton, China. Half a million go in for it the year round. The boats are a trifle short on plumbing, front yards and privacy, but they cost only twenty dollars apiece and the water lots are free to all as long as they last. Traffic jams like the one shown in this photograph are untangled only by fires or cyclones which seem never to occur in China. Here is swarming oriental life, sluggish, incredibly cheap, dozing with ancient usages—and

chewing gum may yet awaken it from its sleep of the ages! Let gum provide its first stinging civilized desire. The new desire creates the energy to satisfy it. Other desires, harder work, greater intelligence, more comfort, are certain to follow. Soon, hard upon the heels of gum, arrive toothbrushes, safety razors, bath-tubs, fireless cookers, egg beaters, union suits, sectional while-you-wait houses, electric curling irons, sky-scrappers, subways—house-boats that fly in the air!



# Russia's Peasant: Economist and Financier

The Bolsheviks, upsetting the business traditions of ages, turn old Muscovy on her head

FOR the ultimate in skepticism the Russ of today has the average Missourian nailed to the mast. So hard was his lot before the revolution that he regards with suspicion everything that has even the slightest taint of autocracy about it. It is enough that an institution was contemporaneous with the old regime—down with it! The commercial and financial institutions evolved out of the Russian practice and necessities he connects with the Czar; therefore he looks at them like some infernal machine which may retain power to destroy him. Down with them all!

That by destroying them he is stripping himself of the commercial wisdom of generations of trade, the Bolshevik merchant cares little. He does not understand these modern complexities; he will have no mysteries in his world; he is determined to begin at the beginning. Naively he turns the clock of civilization back by two thousand years. Since he must begin at the beginning, let the world begin over also!

There is about the de facto Russian a directness, which in less fevered times would rock the rest of the world with Homeric laughter. He is like the man who has been struggling with the refractory lawn-mower and who, instead of trying oil or the repair shop, discards the thing that pinches his fingers, and says: "By gum, I'll use a sickle!" Behold, therefore, what was once the world's greatest

territorial empire, running its business like a trade in jack-knives.

With the coming of peace it is going to be easier for us to smile at some of the commercial antics of the Russian worshippers of Marx. There are facts about them which we do not yet know, and peace will make it easier for us to extend our sympathy. Ability to cartoonize them, in our thinking, will help immensely. Perhaps a sense of humor even now may help to dispel some of the revolutionary mists which still hang over the dispossessed realms of Muscovy.

We cannot be too often reminded that the Bolshevik idea of government, a matter of a few comrades getting together in the interest of the common weal, is an idea with which the great masses of peasants are thoroughly acquainted. Every Russian village has its "commune" or *mir*, which is an informal gathering of every adult male, a sort of neighborhood smoker, transacting the village's business. "The whole country will be just one big commune," argued the proletariat leaders. It was too easy. They knew how to take

a hint; and the new name for the local commune, *soviet*, meaning *counsel*, as well as *council*, was accepted as something arranged for their own good.

## The Bear Retains Its Hide

"THIS great national commune," said the socialistic leaders, "is to liberate the productive forces of the world." It is a big order. Can they do it? The Russian peasant builds his house with a wedge and an axe. Can he erect the complicated structure of national and international trade, with tools equally primitive?

Several months have now elapsed since the Brest-Litovsk treaty. The German-Russian commercial convention, provided for in article twelve of that treaty, shows the predominant importance attached to the immediate resumption of peaceful intercourse between the two countries.

Each nation has been sending commissions and experts to the other for several months for



Courtesy of "Russia."

Chaos is second nature with Russia. Government endlessly complicated, cities with inarticulated utilities, bridges broken, roads like quagmires—that has been Russia. Those guilty of causing her present political and industrial disorder will themselves be found to have cluttered homes, an

unkempt personal appearance, thoughts even which are without direction. Such are the outward manifestations of moral anarchy. The shop shown above is a picture of the old peasant's mind. Although devoutly religious, he has yet to learn the first law of heaven—and good business—order.

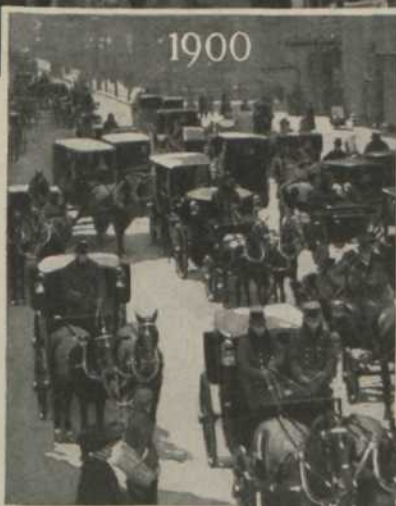




1900

1918

©THE FISK RUBBER CO. 1919.



**FIFTH AVENUE**  
New York City in  
1918 and 1900—  
One of the great  
thoroughfares of the  
world. Twenty thousand motor cars, val-  
ued at \$50,000,000, pass Fifth Avenue  
and 42nd Street every weekday. Horse-  
drawn vehicles are as rare a sight as was  
the automobile a few years ago

## A Great Step Forward

**T**HE CONSTANT VIGILANCE necessary for safe driving on a crowded thoroughfare—sudden stops and quick getaways—makes the driver appreciate the value of a real non-skid tread, a tread that will grip the road.

SINCE NON-SKID TIRES are purchased for protection, the wisest investment calls for one which is dependably safe when wet pavements offer real danger.

THE FISK NON-SKID CORD is one of the few tires with a scientifically designed tread. Its deep, wide-faced and properly distributed buttons of resilient and enduring rubber insure traction and fortify against side-slipping—it is fundamentally safe to meet all traffic hazards.

FISK CORD TIRES will give prolonged service without loss of their safety feature. Buy them for safety, comfort, economy, for long mileage and good appearance.

Fisk Cord Tire—Non-Skid Tread  
Made also with Ribbed Tread

# FISK CORD TIRES

ENGRAVED BY BECK



the purpose of reestablishing trade; but trade has not been reestablished. Germany expected to get the hide of the Russian bear for a door-mat of trade. But—the hide, though frowzy, is still on the bear. *Except through smuggling, practically no goods have passed by land from Russia to Germany, or from Germany to Russia up to last September.*

Good will, indispensable for international trade, is present on both sides of the Russian-German frontier, but the decrees of the Soviet government, regulating commerce within Russia and between Russia and foreign countries, are based on principles which, if applied, demand unthinkable concessions on the part of other countries, to the new Russia.

"We don't understand such chaos," say the other countries. "Have a revolution and you will," reply the Bolsheviki who worry more about the brotherhood of man than about the solvency of their own country.

### Speculators Are Shot

ACCORDING to communistic theory which dictates legislation in Russia, the object of the revolution is to change the state into a mere administrator of production. It doesn't govern, mind you; it merely presides. It is a committee. It is socialism.

The Bolsheviki are trying to "centralize" industrial undertakings. This has already been accomplished in the cases of the manufacture of sugar, wool, tea, tobacco, and paper. Trade in the products of each group is monopolized by a central office, which barter commodities directly with the central offices for other commodities. No money is used. These central offices have two functions: they are offices of statistics and accounts and they con-

trol the orders given to manufacturing plants.

Trade and traffic in Russia are for the present limited to the narrowest boundaries. Banks, mercantile houses, warehouses, and offices are closed. Many firms have dismissed most of

A GERMAN report on trade with Russia, after a dramatic journey, fell into our hands. It was written in Moscow last fall by a Teuton for the authorities in Berlin. It deals with the possibilities of trade with revolutionary Russia. It is an inside German view for "inside" Germans. Its revelations are brought out in this interpretation of the document by an American who lived in and studied Russia for two years. His version of the document needs no footnotes. — [THE EDITOR.]

their employees and are closing up their business under the control of armed guards. Petrograd is almost a dead city. In the quarter of Moscow around the stock exchange, offices are closed, windows boarded up, and the streets and courts deserted. The crowded Monday market of retailers in Moscow is thrown into a panic periodically by the raids of the militia, but is not permanently deterred from traffic by these measures of intimidation.

Merchants and factory owners are under the double oversight of the "extraordinary commissions to check speculation, sabotage and counter-revolution," and the labor committee. Merchants caught speculating are shot. Engineers and factory managers who fail to report at their places of business are arrested for sabotage.

Centralization has encountered serious obstacles. For example, the working people in a number of textile mills have revolted against nationalization. Often the working men themselves are the ones to demand that the Government release their imprisoned directors and superintendents. Instances occur where the working people, as for instance the employees of the railway shops at Nijni Novgorod, whose output has improved recently, voluntarily give up their majority in the factory administration and restore responsibility for the management to the former authorities. However, such instances are very rare.

### In the Wrong House

THE hopeless inability of the inexperienced proletariat to restore industry is shown in the following episode which occurred last fall in the province of Yaroslavl. The substantial owner of a paper mill was captured and cornered by his own workmen. As is usual with the Bolsheviki, a committee was appointed to run the mill. Soon discovering its inability to make progress, it called upon the owner at his spacious country villa, with a request that he return and help them out of the difficulty.

Said the owner: "Very well, but what salary am I to be paid?"

"How much were you earning before the

(Continued on page 52)

## In Defense of the Motor Truck

By GEORGE M. GRAHAM

Chairman, Motor Truck Committee, National Automobile Chamber of Commerce

ASK your consideration for my client, the motor truck. He is charged with damaging our highways. His accusers have introduced evidence to prove that he has cracked open the surface, has pitted deep ruts, has gouged cavernous holes into which rains have beaten so that the roads on which he travels have collapsed.

I might with great propriety argue that my client has been just as much sinned against as sinning. His efficiency has been impaired by being compelled to operate over highways totally inadequate, but waiving this point, there are a number of other arguments to be made for the accused:

First, there was no intent to commit this crime. My client knew of this damage, to be sure, but his mind was not on it. He was thinking only of his destination.

What soldier has better served than he in this war? Has he not rendered an incredible service in putting our war program on high

gear? Has he ever bucked under a heavy load? Has he ever shied at a bullet on the battle front? No! The word "duty" has ever sat radiant upon the very nozzle of his radiator.

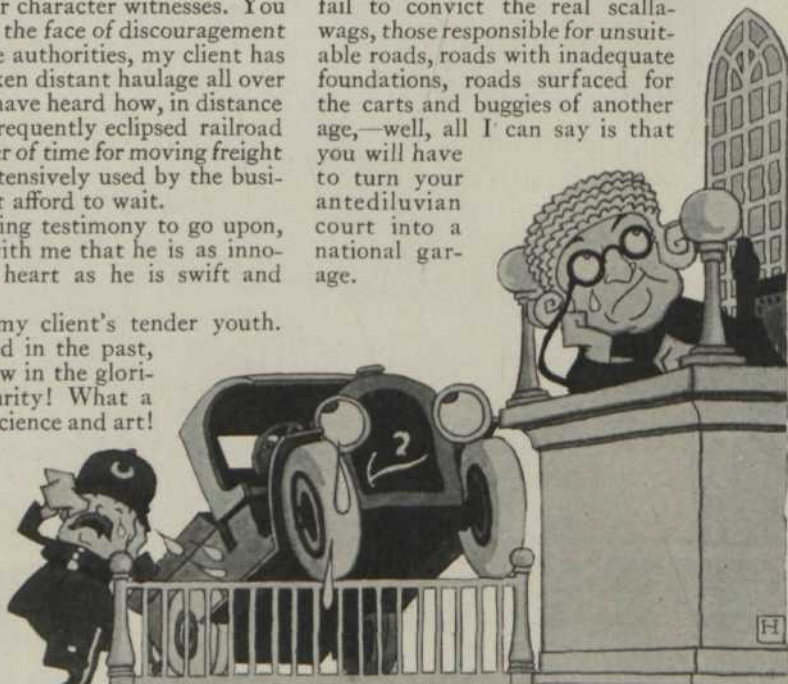
Secondly, the prisoner has a good character. You have heard our character witnesses. You have heard how, in the face of discouragement on the part of state authorities, my client has cheerfully undertaken distant haulage all over the country. You have heard how, in distance hauls, he has so frequently eclipsed railroad records in the matter of time for moving freight that he is being intensively used by the business man who can't afford to wait.

With this flattering testimony to go upon, do you not agree with me that he is as innocent and pure of heart as he is swift and strong?

Lastly, I plead my client's tender youth. His foot has slipped in the past, but behold him now in the glorious vigor of maturity! What a master product of science and art! What a noble career of usefulness lies before him! He will bring the farmer nearer the consumer, the manufacturer nearer his mar-

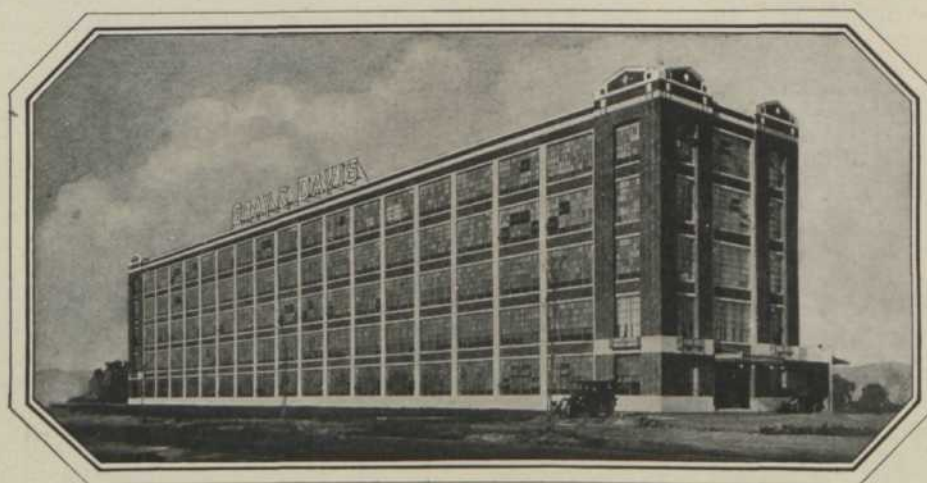
ket. He will keep public utilities alive; he will assume all the short railroad hauls in the country.

Upon these counts I plead clemency for the motor truck, my client. If you refuse, if you fail to convict the real scallawags, those responsible for unsuitable roads, roads with inadequate foundations, roads surfaced for the carts and buggies of another age,—well, all I can say is that you will have to turn your antediluvian court into a national garage.





*Building*  
**ABERTHAW REPUTATION**  
*into your Buildings*



**T**HAT the owner shall be proud of his building because it was "Built by Aberthaw" is the incentive that controls all of the work of this organization. Every man is imbued with the sincere feeling that he is building Aberthaw reputation into the structure. Underlying all relations between ourselves and our clients is co-operation—the spirit of service. Mutuality of interest is insured through a form of contract under which we act temporarily as his building department. Good work is always regarded as more important than great profits. Only thus can lasting satisfaction be given.



*Send for a copy of "Aberthaw Construction Service"*

---

**ABERTHAW CONSTRUCTION COMPANY**  
**BOSTON, MASSACHUSETTS**



# A Master-Key To New Markets

Foreign trade figures of the United States in their new form will talk of export opportunities with everyday business directness. If you wish to see them, here's how

By **CHAUNCEY DEPEW SNOW**

*U. S. Trade Commissioner*

**I**N these days when it would seem that opportunities in foreign trade are fairly knocking at our doors, thousands of manufacturers in the United States are anxious to get the facts as regards their own products. The Department of Commerce at Washington knows this. It is preparing to meet the demand for inquiries of this sort. Beginning January 1st, certain new facilities have been offered by the Department, and in the course of a few months it is probable that our trade statistics will take on an entirely new guise.

Already Congress has responded to the petitions of business men, approved by the Department of Commerce and the Treasury Department, and switched the statistical year to a calendar year basis instead of the time-worn

year ending June 30th.

For half a century or more the import and export statistics of the United States have been kept by a method which is now recognized to be a bit unwieldy and unsatisfactory.

As one of the experiences of the war it became apparent to the Bureau of Foreign and Domestic Commerce, the Shipping Board, the War Trade Board, the Tariff Commission, and other governmental agencies that this statistical method could be revised to advantage. They determined to make these very valuable statistics more helpful to all American business men.

Under the old method the goods were recorded by value and quantity, often by value only. The arrangement of the different items

was alphabetical, there being no general systematic classification according to groups, or according to the manner in which raw materials,

for instance, naturally group themselves, as used in modern manufacturing. Moreover, the old classification contained names, sometimes an inheritance from old customs tariffs, which are no longer used, and the imports and exports were tabulated under a system which made it impossible to compare the two.

The reports of this and other countries were studied diligently. The Brussels international classification was of assistance as a guide. Manufacturers of all kinds in the United States were taken into confidence. All trade items were subjected to an analytical scientific test.

It was desirable to put the new classification on a decimal basis, to facilitate machine tabulation. In this new system both the quantity and price can generally be given.

## A Key to the Classification

**Q**UANTITY, with weight as the unit, may be given in every case; the fluctuation of prices makes money value often an unsafe unit to follow. The interdepartmental committee which has been working on the classification, with Professor G. B. Roorbach giving full time to the work, will soon make recommendations to Secretary Redfield and Secretary Glass.

In the recommended schedules all commodities are divided into ten main groups. Each of these groups in turn is subdivided. For the purpose of export statistics the subdivision is carried four places. For example, grains are subdivided into wheat, corn, oats, etc. Wheat is again divided as grain, flour, bran, and middlings, etc.

For imports the proposed classification is carried to five figures. The more detailed classification of imports is required in order to make it possible to use the classification for the details required by the tariff act, and





# Motor Truck Efficiency

in the great logging industry of  
the Northwest is increased by  
motor trucks equipped with

**Clark Internal Gear  
Axles and Clark Cast  
Disc Steel Wheels**

*Informative literature mailed upon request*

CLARK EQUIPMENT COMPANY  
Buchanan, Michigan



*Clark Equipment is found  
only on good motor trucks*





further to meet the wishes of the commercial interests of the country. In both exports and imports the new scheme will give much greater detail than is found in the present classification.

While this new method departs widely from the one now in use, it is, for the most part, a change in the arranging of commodities under large headings rather than a change in the nature of the items included under the present groupings. It will not, therefore, destroy the possibility of comparing future trade statistics with the past.

The classification shows the main headings and will indicate the general scheme of grouping the commodities. Anyone interested in knowing how the detail of any item in the classification are being worked out may obtain such a list by applying to Room 1023, Munsey Building, Washington.

Details concerning quantities, values, origin, rates of duty, and ship flag are required for all shipments as a part of customhouse procedure.

All these items are punched on separate cards from statistical documents which are forwarded from all parts of the United States to the Division of Statistics in the Customhouse, New York City.

#### Send for These Reports

**T**HESE cards, amounting to many thousands a day, are poured into tabulating machines, which automatically pick out all the items and total them.

These results are decoded and arranged by the Department of Commerce into three sets of reports: monthly, quarterly, and annual. Any of these reports may be purchased of the District offices of the Bureau of Foreign and Domestic Commerce, or of the Superintendent of Documents in Washington, at the following prices:

*Monthly Summary of Commerce and Finance.* \$1.50 per year; 15 cents a copy.

*Quarterly Statement of Imported Merchandise Entered for Consumption.* 75 cents per year; 15 to 25 cents per copy.

*Statistical Abstract (Annual).* 40 to 50 cents per copy.

*Commerce and Navigation (Annual).* \$1.50.

A corps of trade experts and statisticians in the Bureau of Foreign and Domestic Commerce is constantly analyzing the trade statistics of the United States, and of foreign countries as well, in the form of special statements, bulletins and other published reports, showing opportunities for American manufacturers both here and abroad.

The Department of Commerce is always ready to answer specific inquiries and to do anything in its power to place the right information in the hands of any serious inquirer who is interested enough to ask for it. Beginning January 1, 1919, a new statistical service section in the Bureau of Foreign and Domestic Commerce has been specializing on such work.

# German Business Our Indemnity

World's largest trust company handles \$800,000,000 worth of enemy property

By A. MITCHELL PALMER

*Alien Property Custodian*

**M**ORE than two hundred million dollars of enemy owned businesses will be sold at public auction by the Alien Property Custodian's office within the next two months. Several million dollars worth of commodities of various kinds will also be placed on the auction block in the same period.

These corporations represent practically every industry in the country. They include drug and chemical companies, copper companies, cotton companies, steel companies, piano companies, insurance companies, silk companies, shipping companies, metal companies, jewelry companies, woolen mills, lumber companies, and coal companies among others. All of these companies and commodities were owned by enemies, principally Germans, before the war. The Alien Property Custodian has taken possession of them because of their enemy ownership or control, and it is his purpose to wipe out every trace of their enemy ownership by selling them at public auction to one hundred percent Americans.

#### A Good American Investment

**T**HE Americanization of these former enemy owned businesses has a most important part in the reconstruction of American business on a peace basis. Herein lies a great opportunity for American business men once again to demonstrate their sturdy patriotism by joining in the work of cleaning out for all time the German domination of our most important industries. They will do more than that—they will be helping to finance America during the important days of reconstruction, because every dollar derived from the sale of enemy-owned property is deposited in the United States Treasury, and there invested in Liberty Bonds or other Government securities. In addition, they will have at their disposal the highly organized and developed plants of these once German owned corporations, together with all patents, processes, trade marks and formulae used in connection therewith.

More than twenty-five million dollars of

enemy-owned corporations have been sold to American business men in the last few months. The interest in these sales was wide-spread among the business men of the country.

Many suggestions have been made as to the way in which American business men should meet German commercial warfare. The Alien Property Custodian's office, however, offers a concrete and substantial way, one which I feel quite sure will appeal strongly to every red-blooded American in our business life.

Every American business man, whether large or small, can take part in the Americanization of the German-owned concerns held by the Alien Property Custodian. I have now in my custody, corporations the value of which run from ten million dollars down to a few thousand dollars. All of these concerns are being prepared for sale as quickly as the limited office force of the Alien Property Custodian will permit. Ample notice, however, will be given of the dates fixed for these sales.

There can be no question either as to the legality or the wisdom of the policy of the Alien Property Custodian in selling the enemy-owned businesses in his hands. Germany and the United States are still at war. The "Trading with the enemy Act" is still in force. This Act provides that the end of the war shall be "the date of proclamation of exchange of ratifications of the treaty of peace, unless the President shall by proclamation declare a prior date, in which case the date so proclaimed shall be deemed to be the end of the war."

Germany has whined and protested against the sale of German-owned property in this country, despite the fact that she has sequestered all of American property she could get her hands on and has liquidated or sold to German subjects a considerable portion thereof. Even the household goods and wearing apparel of Americans have been sold by Germany.

The ultimate disposal of the money derived from the sale of enemy-owned property is vested in Congress. If I had my way, this money would be used to pay the claims of American citizens against the German Government for

its outrages on American lives and property on sea and land. I firmly hope that this course will be followed. What better use can be made of the hundreds of millions of dollars of enemy-owned money.

#### Accounts Run Heavy

**O**NE year ago the office of the Alien Property Custodian consisted of a single room, with a solitary clerk. Today it occupies a large building in Washington, with more than 550 employees. It has grown to be the largest trust company in the world. At the end of the year approximately 31,000 reports of enemy property were received. The property of each enemy person is treated in the office as a trust and administered by an organization which is built upon the general lines of a trust company.

The separate trusts being administered at the end of the year were more than 30,000. Of these, 24,000 had been opened upon the books, the property demanded or received, and the trusts are being administered. The remaining 6,000 are within the grasp of the Alien Property Custodian because reported to him, and are now in process of being demanded and taken over. The trusts so far opened have an aggregate value of more than five hundred million dollars. Several thousands of these trusts are entered upon the books at nominal value, awaiting appraisal, which is proceeding as rapidly as the force of the office will permit. When the readjustment of values consequent upon appraisal shall have been entered, and the entire number of trusts reported are opened on the books, it is safe to say that their value will reach eight hundred million dollars.

The magnitude of the work in building up an organization and accumulating within a year's time a trust business of these proportions can be appreciated best by trust company officials. No trust company in the world handles so many trusts as the Alien Property Custodian, and none has been compelled to handle even a fraction of the number while in the process of building an organization to take care of the work.



# VALUE

**N**OT the price you pay, but the *years of service* you get, determines a motor truck's cost. Economy of operation and maintenance is the determining factor.

You might buy a motor truck at an extremely low price, yet pay dearly in the end. Inversely, you might *invest* considerable money in a motor truck, yet pay little per ton mile or year of service.

There is no better indication of any article's actual worth than its "forced sale" price.

*At a creditor's sale in Chicago recently, 14 motor trucks were sold at auction. A Service Motor Truck 22 months old brought 84 1/8% of its original price. The others, used only 10 to 18 months, sold for less than 40% of the first cost.*

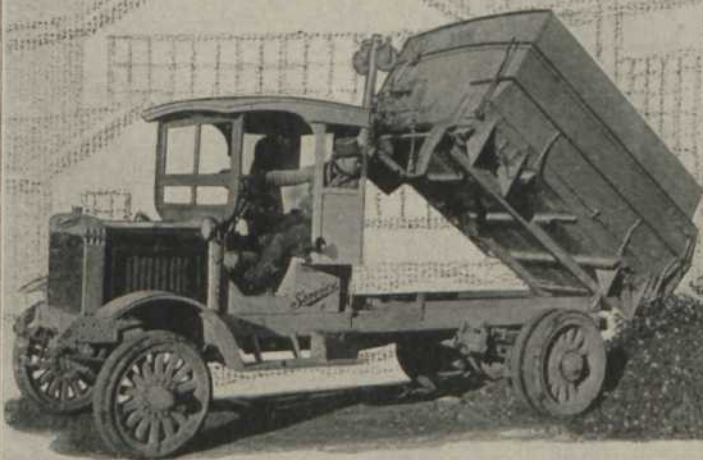
From the investment standpoint, Service Motor Trucks are "gilt edge."

Consult the nearest Service Distributor, or send for catalog which gives full details of the five models and four sizes, from 1 to 5 tons.

**SERVICE MOTOR TRUCK CO.**

WABASH, INDIANA

*Distributors in All Principal Cities*



93

# Service

## MOTOR TRUCKS





## Airplane Rexpar— Pre-tested for Cold-Rain-Sun-Storm

When you use Air-Plane Rexpar Varnish you know in advance the results it will give. Air-Plane Rexpar is pre-tested to resist every attack of nature that will destroy or depreciate the object to which it is applied.

On Airplanes, Pontoons and Hydroplanes, Air-Plane Rexpar Varnish filled the requirements of war adequately. The less exacting needs of peace can be met more easily.

In service Air-Plane Rexpar is unfailing. You can use it and be positive that it will exceed all your varnish expectations and requirements.

Air-Plane Rexpar Varnish is available in any desired quantity for every varnish purpose of peace. Order it from your nearest Sherwin-Williams Branch, Depot or representative, or write to Varnish Sales Department.

**The Sherwin-Williams Company**

802 Canal Road, Cleveland, Ohio

Branch Offices and Warehouses in all important cities

**SHERWIN-WILLIAMS PRODUCTS**  
**PAINTS AND VARNISHES**

**DYESTUFFS, COLORS, PIGMENTS, CHEMICALS, INSECTICIDES,**  
**DISINFECTANTS, WOOD PRESERVATIVES**



# The great silent shift from war to peace, starting safely, leaves business with some novel problems to solve

By ARCHER WALL DOUGLAS

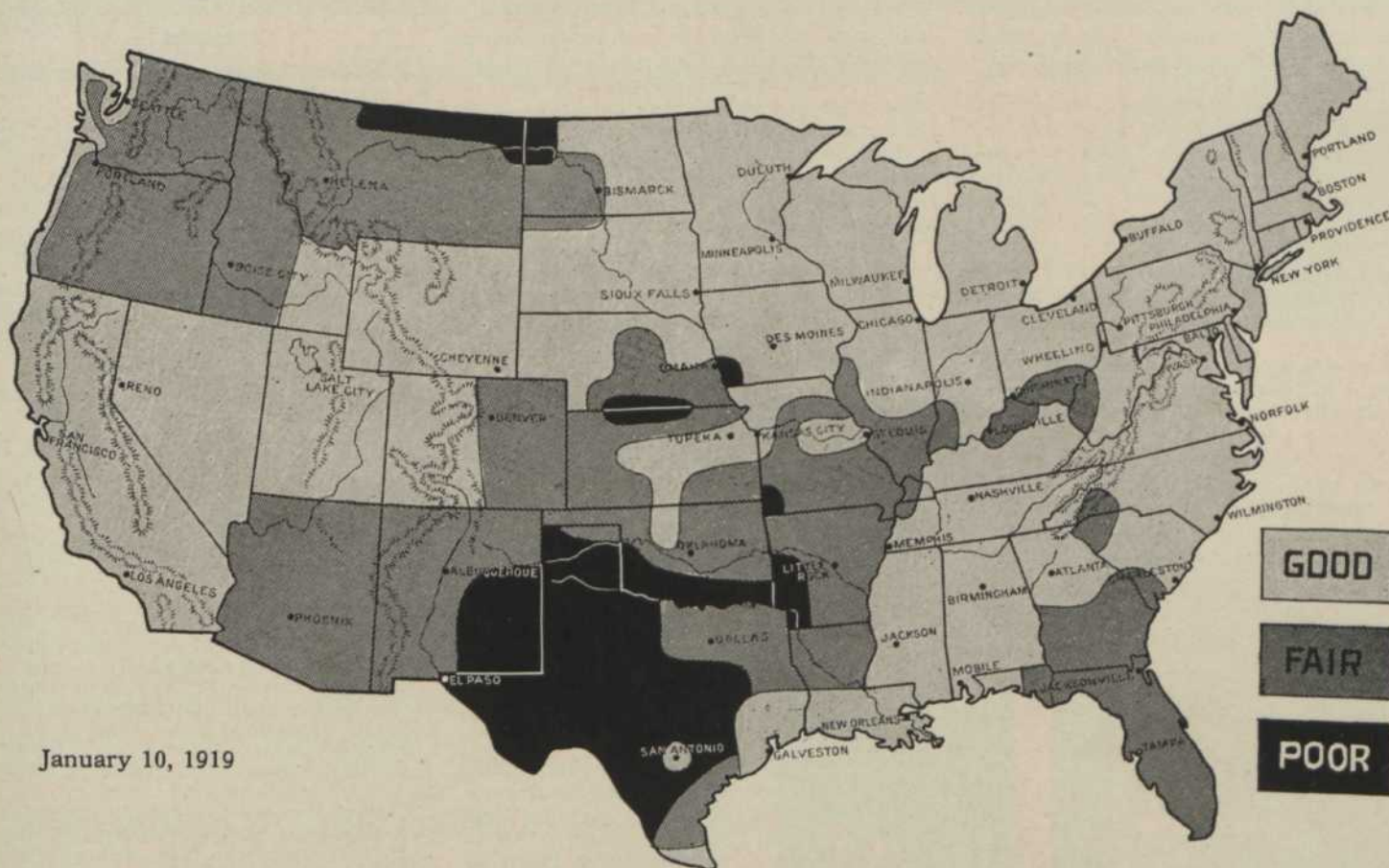
**A**S always, the unexpected happened. There has been no panic, no precipitate decline in prices, no sudden falling off in the volume of business. The great commercial world stood pat, and went on doing business much after the same fashion as before, only with added caution, and with closer scanning of the future. The past two months have been a most unique testimony to the common sense and cool-headedness of the nation. Especially is this true because no one deludes himself as to the future and its portentous happenings.

In all sections, from the Atlantic seaboard to the Pacific

and non-essentials seems largely forgotten.

There are all sorts of theories as to the future and what it holds. The far future has a roseate tinge to many, possibly because of the enchantment that distance always holds, and possibly because of that dumb, inarticulate spirit of national prophecy which realizes the great part we are to play in the world's drama in the years to come.

Meanwhile it is noteworthy that the general attitude and action are everywhere alike: cautious buying for immediate needs only, careful merchandising, close collections, and few commitments for the future.



coast, there is universal expectation of lower prices. This decline has already begun in some lines and every one believes that it is only the beginning of a far-reaching readjustment. Yet withal, there is an equal consciousness that higher prices, though not so high as during the war, will probably be our portion for some indefinite period, and naturally they will be accompanied by a higher scale of wages and salaries than prevailed before the war. The real question lies in the relation of these two, wages and prices of commodities, and on the fast growing belief that the general welfare of the country depends more upon the general purchasing power, and consequent employment of the many, than upon any other one factor.

Merchandise stocks in the hands of dealers, wholesale and retail, are normal on the whole, though heavy in a few sections, and rather light in the drought stricken regions of the northwest and southwest. They are well assorted in general, and all of our elaborate definition about essentials

Uncertainty reigns in much of the Cotton Belt because the farmers are determinedly holding their cotton—and they still have much unsold—for higher prices and are greatly disturbed over the recent severe decline. Both facts and statistics seem against the farmer, but the future of cotton prices is always an interesting gamble with fate.

In southeastern New Mexico, the greater part of Texas, and portions of northern Montana and North Dakota, there is but little doing, nor will there be, until a new crop furnishes the necessary means for buying and selling.

There is a rift in the clouds, however, in west Texas, around Burkburnett, Ranger, and Dublin, because of oil discoveries with much drilling and prospecting and a sudden inrush of a population hoping to get rich overnight.

There is growing ease in getting goods, and not so much of a seller's market as during the war.

Because of cancellation of Government contracts and

(Continued on page 51)





**C**AN your selling cost be reduced? You cannot answer "No," until you have read what other men and firms are doing and have tried out the things they found worth while.

The cost of marketing is usually too high compared with that of production. Searching tests were applied to production before the installation of the newer methods of management commonly called "scientific." Thus standards of production were worked out and applied in many industries. But the need of working out and applying like standards in marketing is not yet fully appreciated.

Scientific management is not a magic method by which perfect results may be obtained. The essence of it is simply management, mastery, control, based on full knowledge of both men and materials. Scientific management is never passive. It concerns itself with all details, large and small. It leaves nothing to chance or guess. It means learning all the facts relating to the work to be managed and then proceeding according to the dictates of those facts.

In managing sales it may seem that more must be left to chance than in managing production. Both men and materials of a sales department are, in many lines of business, scattered through many cities or states; and human nature in buyers must be considered as carefully as that in salesmen. This means that the problem has many factors and is very complicated—not that it is in any sense insoluble.

As it is more difficult to direct the work of selling than it is of production, the former is often less effectively done than the latter. Yet the working out of problems of management is one of the pleasures of modern business life. And certain firms have so organized their sales that the working out of problems of management is one of the pleasures of modern business life. And certain firms have so organized their sales work that reduction in selling costs is quite comparable to that effected in production.

When these firms began to investigate their sales systems they found, as they had already found in production, wasteful methods and lopsided development.

The old way of selling goods was to hire a salesman and put up to him the job of finding a market. The exceptional man produced as good results under the old methods as he can under the new; but the quasi-independent salesman method is somewhat of a lottery. Few firms are now content to place on the shoulders of their salesmen the whole complicated task of selling.

Under the old method, selling was largely a personal affair. Customers bought of the sales-

## Books on Sales Promotion

By JOHN COTTON DANA

*Librarian, Free Public Library, Newark, New Jersey*

men, not of the house. If a salesman left one firm for another he took his customers with him: a fair procedure in most cases, for the salesman's work and brains had secured the customers, the house, in many cases, doing nothing to help him. Here was reason enough for sales fluctuations; here was an element of chance; and good business eliminates chance as far as possible.

Moreover, the cost of selling is higher when salesmen do it all, if only because a good salesman wastes time and money when he does the work of a clerk.

Also, modern sales department methods show that there are methods of increasing sales that a salesman, working alone, cannot develop and use. The firm can give him information, suggestions and precepts that he cannot obtain for himself.

### Dodge the Rule of Thumb Man

**N**OW, the recent selling experiences of many men and of many firms is in print and obtainable—in books, magazines and pamphlets. You can profit by it. And if you have not studied this reported experience you cannot be sure that your own methods are the best yet devised.

Do you think your problems are unique?

They may have a twist or a quirk here and there that the problems of Smith & Co. do not have; but, to adapt Smith & Co.'s solutions to your own conditions calls only for the same kind of ingenuity and imagination that makes you successful. Don't let the rule of thumb man block you with his "There's nothing in print." His remark means that he is too lazy mentally to read and study and get at another man's ideas through print. He is all for talk and strong on what he has learned at first hand and what other

talkers tell him. With other men's experience, as carefully set forth in print, clearly in your mind, you can, other things being equal, always beat the man who merely goes on personal opinion and casual talk alone.

The information that will reinforce the salesman's ability to sell is most economically and effectively acquired and made available by the sales department or headquarters office. It can be gathered by one person for the whole sales force. The one person can present it to the salesmen by notes and bulletins.

The Business Branch of the Newark Lib-

rary, as dispenser of information to business men, has noted the growing tendency of business houses to acquire and use sales information. For example, requests from three firms have recently come to us for suggestions as to the best books to buy for a sales department library. The following list was made in response to these demands.

The books starred are considered the most generally valuable and will cost in all about \$25.

### Selling

**F**OR the salesman and the Sales Department. Cost about \$50.00.

\*Salesman's Correspondence Manual, by J. C. Aspley. 1917. Dartnell Corporation, 608 S. Dearborn St., Chicago. \$1.

How To Sell More Goods, by H. G. Barrett. Secrets of successful salesmanship. 1918. Harper. \$1.50.

\*Fundamentals of Salesmanship, by N. A. Brisco. 1916. Appleton. \$1.60.

\*Survey of Modern Salesmanagement Practices, in Dartnell Sales Service. Dartnell Corporation, 608 S. Dearborn St., Chicago. \$5.

Price Maintenance, by T. A. Fernley. 1912. Commerce Publishing Co., Philadelphia. \$2.

Salesmanship, by J. W. Fisk. 1914. Merchant's Publishing Co., N. Y. \$1.50.

Practical Salesmanship, A treatise on the art of selling goods, by N. C. Fowler. 1914. Sir Isaac Pitman & Sons, London. 5shillings.

\*Science and Art of Salesmanship, by S. R. Hoover. 1916. Macmillan. \$0.75.

\*Scientific Sales Management; a practical application of the principles of scientific management to selling, by C. W. Hoyt. 1913. Woolson, New Haven. \$2.

\*Salesman's Hand Book, International Correspondence Schools. 1913. International Correspondence School. Scranton, \$0.50.

\*Selling as a Business Force, in International Library of Technology. 1912. International Textbook Co., Scranton. \$5.

Selling to Dealers, in International Library of Technology. International Textbook Co., Scranton. \$5.

\*Salesmanship and Salesmanagement, by J. G. Jones. Alexander Hamilton Institute. Not for sale by publishers, except to their own students. May often be bought second-hand at approximately \$3.

Salesmanship, by W. M. Maxwell. Houghton. 1914. \$1.

\*Retail Selling and Management, by P. H. Nyström. 1914. Appleton. \$1.50.

\*Advertising and Selling Practice, by J. G. Opdycke. 1918. Shaw. \$1.25.

Salesmanship for Women, by R. A. Roche. 1914. Ronald. \$1.

\*Sales Promotion by Mail. 1916. Putnam. \$2.

U Book, Selling One's Self, by N. O. Shively. 1917. Shively Service Bureau. Chicago. \$1.

\*Principles of Salesmanship, by Harold Whitehead. 1917. Ronald. \$2.50.

### Psychology

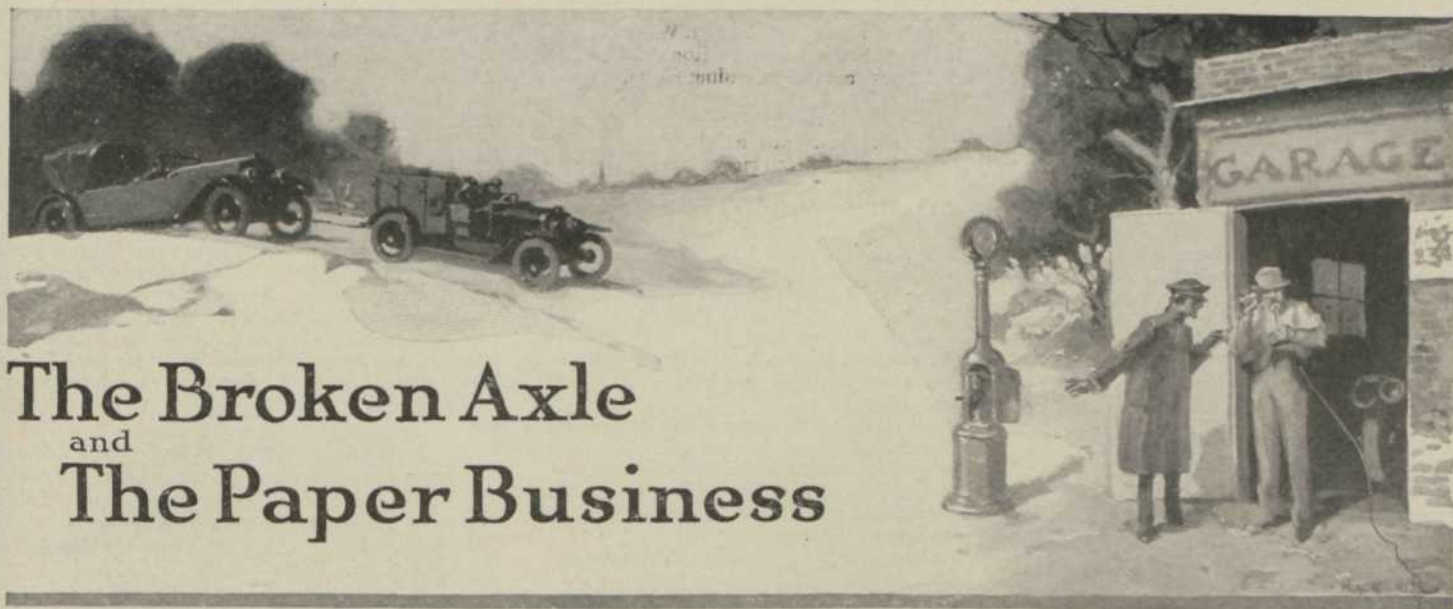
**Y**OU need psychology in working out sales methods and in selling itself; and the best "applied" psychology is that which you apply yourself after you have well absorbed the subject.

\*Lessons in Personal Efficiency, by Robert Grimshaw. 1918. Macmillan. \$1.50.

Applied Psychology, by H. L. Hollingworth. 1917. Appleton. \$2.25.







## The Broken Axle and The Paper Business

"GOT a left rear axle for a 1917 Houck?" asks the traveler whose disabled car is being towed to the nearest garage.

The garage man consults a printed slip of paper. In a few seconds he has telephoned to a service station for the needed parts.

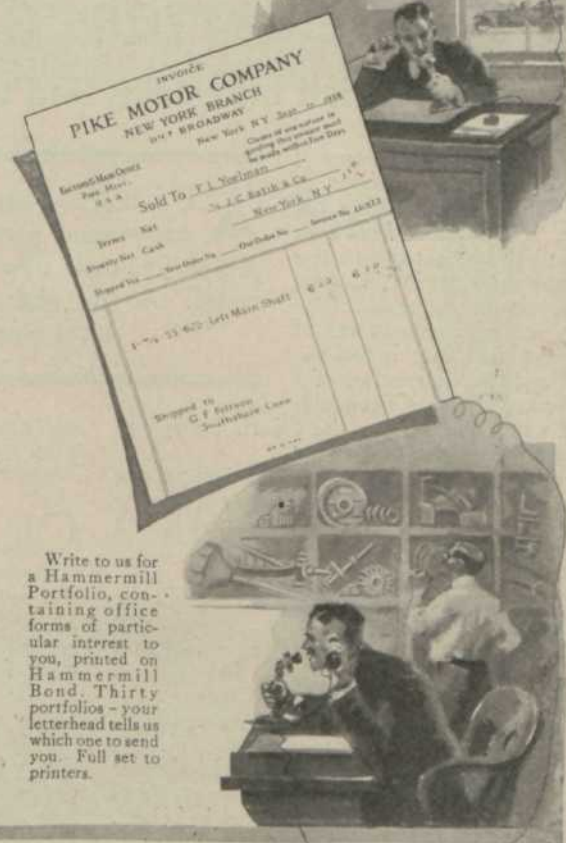
In some cases it may be necessary to wire the factory to get some special part shipped. But in every case, doubt or searching among a stock of parts and accessories is unnecessary, because of—paper.

The whole history of that axle, from the time it was raw material, is recorded on printed forms, which bear witness to its manufacture, transportation, delivery, sale. Paper has made possible not only speedy and efficient handling, but the very making of the thing.

Without paper, manufacture and shipment would be hopelessly confused. Every man doing any kind of business uses printed forms. When he buys forms, he buys paper. If he buys wisely, then he is one of the increasing number of business men who find a well-made, dependable, rightly-priced paper and then ask for it when they order printing.

Hammermill Bond is just this kind of paper. Most printers know it and stock it. It is made in three finishes—giving a bond, a ripple and a linen effect, and in 12 colors and white.

HAMMERMILL PAPER COMPANY, Erie, Pennsylvania



Look for this watermark—it is our word of honor to the public

# HAMMERMILL BOND

"The Utility Business Paper"



\*Psychology, briefer course, by James William. 1900. Holt. \$1.60.

Business Psychology, by H. Munsterberg. 1916. La Salle. \$2.

\*Influencing Men in Business; the psychology of argument and suggestion, by W. D. Scott. Ronald. \$1.

Human Nature Club, an introduction to the study of mental life, by E. Thorndike. 1907. Longmans. \$1.25.

Monthly Sales Service, by G. Dartnell, includes: weekly news bulletins for salesmen; fortnightly service letter for sales manager; confidential monthly reports for sales manager; special manuals for salesmen; research and date department. Price \$9 per month. Dartnell Sales Service, Transportation Building, Chicago.

#### For the Sales Executive

**A** FEW books and parts of books of interest are given here to supplement the \$50 list of "Books for the Salesman and the Sales Department."

Sales and Advertising Statistics, by M. T. Copeland, in his Business Statistics, p. 178-401. 1917. Harvard University Press. \$3.75.

Sales Department, by J. W. Schulze, in his American Office, p. 296-308. Ronald Press Co. \$3.

How to Reduce Selling Costs, by P. E. Derrick. 1917. Associated Advertising Clubs, Indianapolis. \$2.

Some Problems in Market Distribution, by A. W. Shaw. 1915. Howard. \$1.

New Business, by Harry Tipper. 1914. Doubleday. \$2.

Sales Reports and Analysis, by J. L. Nicholson, in his Factory Organization and Costs, p. 221-224. 1911. Kohl Technical Publishing Co., 233 Broadway, New York. \$5.50.

How to Handle the Cost of Selling, by C. B. Thompson, in his How to Find Factory Costs, p. 96-101. A. W. Shaw. \$3.

Finding the Cost to Sell, by Percival Richards, in Library of Business Practice, v.10., p. 114-119. 1914. Shaw. \$1.35.

Cost of Doing Business, by T. A. Fernley, in his Price Maintenance, p. 209-250. Commerce Publishing Co., 505 Arch St., Philadelphia. \$2.

Sales Cost, by J. B. Griffith, in his Business Management, p. 188-208. American School of Correspondence, Chicago. \$2.

Salesmanship and Sales Management. 1914. Shaw. \$1.25.

Sales Department, by J. B. Griffith, in his Busi-

ness Management, p. 156-190. 1910. American School of Correspondence, Chicago. \$2.

Sales Department, in American Business Methods, p. 139-140. Business Man's Publishing Co., Detroit. \$2.

Sales Management, by C. C. Parsons, in his Business Administration, p. 173-185. 1909. A. W. Shaw. \$3.

Points to Watch in the Expense Account, by W. A. Waterbury, in Salesmanship and Sales Management, p. 109-115. 1914. Shaw. \$1.25.

Methods in Use by Twenty-one Concerns to Reduce Cost of Traveling and Operating Salesmen. Dartnell Special Report, Dartnell Corporation, Transportation Building, Chicago. \$1.

Salesmen's Earnings, Operating Expenses and Compensation Methods for Fifty-two Lines of Business. Dartnell Corporation, Transportation Building, Chicago. \$1.

Articles on these subjects that have appeared in business and trade papers may be found in a few minutes at your Public Library by referring to the magazine indexes.

The White List of Business Books this month is for the sales department. Next month it will be for the salesman.

# Little Stories of the Nation's Business

Our varied industries find their places in the new reconstruction mosaic

**C**ARBOCOAL is the name of a new fuel developed in the United States during the war. It is obtained from high volatile coal treated by a low temperature distillation process and is smokeless. The Government thinks so well of the new fuel that it has authorized the construction of a carbocoal plant at Clinchfield, Va., where coals from the Clinch Valley will be treated.

With the end of the war the demand for bituminous coal is expected to ease off, but the coal trade believes the smokeless coals will continue to be in great demand.

**S**IMPLE STYLES in women's shoes will be continued by manufacturers. This is due to the shortage of leather despite the fact that Government restrictions have been lifted. Manufacturers have just agreed to continue conservation measures in the production of footwear for the coming season.

Colors of shoes are restricted to the simpler shades and manufacturers will make no shoes more than eight and one-half inches in height. The manufacture of button boots will be discouraged. The so-called needle toed lasts will be discontinued.

War Service Committees of the leather and shoe industries have put out a statement to the trade which urges cooperation on the part of all in carrying out the program. The statement concludes with the following observation as to prices:

"It seems that higher prices only can be prevented by pursuing a sane, non-speculative, manufacturing and merchandising policy."

**T**RAVELERS in France these days often find their pockets filled with odd kinds of money. Men just back from Europe tell of accumulating on their journeys a considerable amount of paper currency issued locally by institutions corresponding to our Chamber of Commerce.

"Fancy," one of them comments, "coming

**A**LL authorities agree that American industry, when safely through the present period of readjustment, will enter an era of great prosperity. Just now conditions are unusual and perplexing in many crafts. On this page we attempt to give the busy man crisply-told facts regarding our representative industries.

into the Grand Central Station at New York with a pocket bulging with worthless Jersey money!"

**C**OAL is causing a considerable stir in England at this time. Manufacturers and ship operators are complaining at the high prices and are blaming them on high wages and inefficient mining. They point out that less coal is mined in England today per man than was taken from the ground thirty years ago, when appliances and working conditions were not nearly so good.

Shipowners in England declare that the relative prices of British and American coal at coaling stations will play perhaps a decisive part in the competition between the Suez and Panama canals as respecting British and American shipping. They ask that mine wages either be reduced or production be increased.

**G**OVERNMENT RESTRICTIONS on industry have lifted in most directions, but control of exports and imports continues. Vance McCormick, Chairman of the War Trade Board, has this to say of the situation:

"The War Trade Board has a function to perform until the peace treaty is signed. Under the terms of the armistice the blockade of the enemy countries is maintained and control over exports and imports is to be exercised. Sufficient tonnage must be conserved by this control to supply 2,000,000 troops overseas, to guarantee them all possible protection, and to bring them home. There must be protection assured our Allies and the distressed and needy nations of Europe in the matter of supplies. When this work has been done, international

trade can be restored. Pending that time, I have every confidence that the patriotism and justice of the American people will prompt them to exercise patience until these vitally important plans are worked out and normal trade is resumed.

"In the meantime, the War Trade Board, in co-operation with the Allies, is relaxing just as far as possible every restriction which does not conflict with the above policy."

**B**EFORE THE WAR the normal production of machine tools averaged about \$40,000,000 annually. The capacity of machine tool makers, due to war demands, is now about \$400,000,000 and in addition to that the Government has on hand some \$300,000,000 worth of machine tools for which it is seeking market.

The situation for tool manufacturers is a serious one, but Government officials in charge of the sale of surplus materials are working out with the makers a plan whereby the Government will sell the tools it has on hand over a period of about five years. The Government also agrees to put on the market a machine tool only when the manufacturers offer one for sale. This arrangement promises to help the situation somewhat, but manufacturers still do not view the future with any great amount of optimism.

**M**ANGANESE PRODUCERS are trying to obtain from Congress relief for a situation which they declare threatens them with financial ruin. Responding to the appeal of the Government for increased production to meet war needs, the end of the war has left them with large stocks on hand which they can not sell except at a loss. Men connected with the industry point out that when shipping was cut off, the Government instructed them to go ahead with production, intimating that they would not be permitted to suffer losses. Now there is a heavy overproduction which can not be disposed of.

(Concluded on page 37)



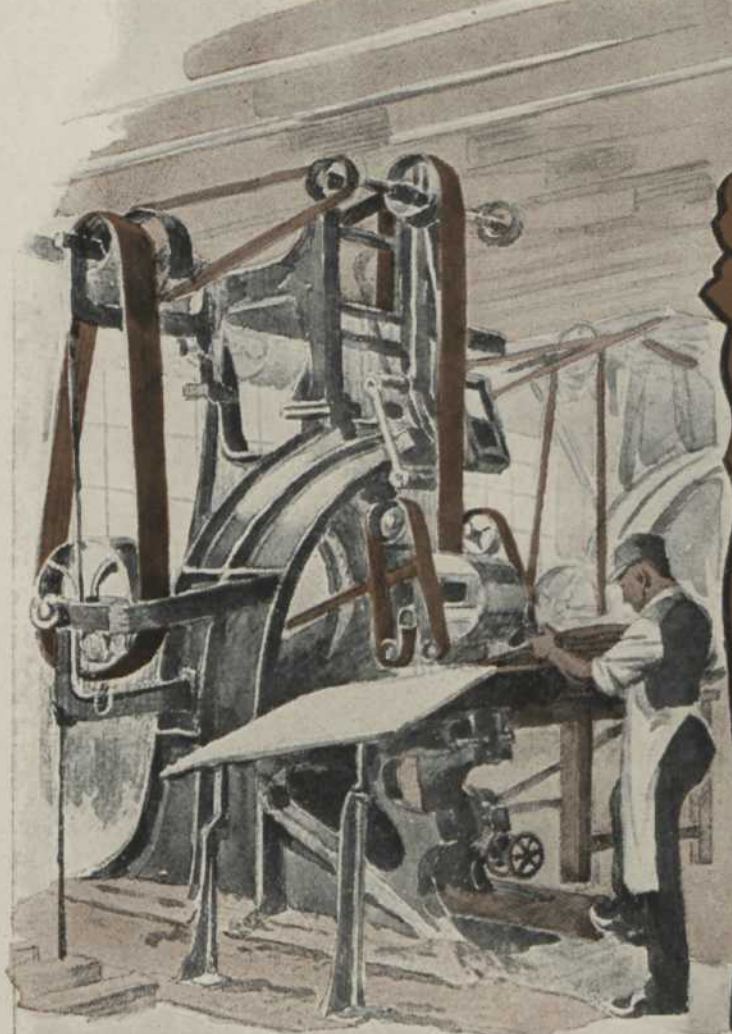
# SCHIEREN BELTINGS

A Story in  
Twelve Parts  
Part 7.

## *Shaving and Scouring*

THE solid leather is carefully shaved on the flesh side in huge machines operating somewhat on the principle of milling machines. It is then scoured by other special machinery.

The object of this is to open up the pores of the leather for the reception of the stuffing compound and also prepare it for subsequent processes.



T.B. HAN

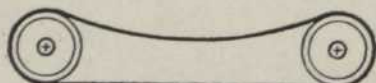




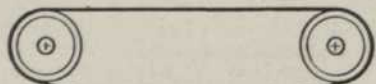
*You need the extra power that proper belt application affords.*

## Let Our Engineering Service Department Help You Get It

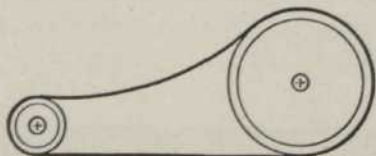
### TYPICAL BELT DRIVES



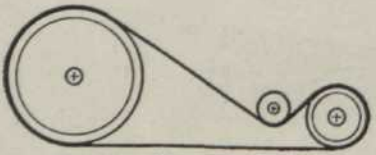
No. 1, Open Drive, Slack on Top.



No. 2, Open Drive, Slack on Bottom.



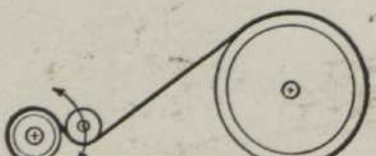
No. 3, Open Drive, about 1 to 3 ratio.



No. 4, Open Drive with fixed idler.



No. 5, Crossed Belt Drive.



No. 6, Drive with Flexible Idler.

The period of reconstruction calls for a saving of power, of foods, of materials, no less urgently than did the period of war.

This is no time to construe "saving" as meaning "holding in reserve," for to rebuild the devastated regions of Belgium, France, Italy, Serbia and Russia will require mountains of materials and years of labor. Saving, in this case, must be made to mean making the best possible use of what we have and avoiding waste of energy so that we may produce more.

Here is how "saving power" figures in:

Power is used to produce practically every commodity, and more food, clothing, metals, lumber, and ships are needed now than ever before.

Much power is lost through overlooking the little things that have a bearing upon the life of equipment and its efficiency for transmitting or using power.

Toward a "saving of power" our efforts are confined to the proper application and use of leather belting. With half a century of experience in the business, we feel competent to offer helpful advice on the subject, and will welcome any opportunity of serving those engaged in Reconstruction work either here or abroad.



# DUXBAK



## "Speed Work"

In a place like this, DUXBAK on every drive assures more screws per machine per hour, day in and day out, for a greater length of time than any other belting.

Just figure out its possibilities for you.



# When you want DUXBAK You can get DUXBAK

No doubt you've heard the story of the colored man who was fishing and cast back into the water a fine bass, saying, "When I's fishin' for eels, I's fishin' for eels."

We have fixed it so that when a man wants DUXBAK Belting, he can get DUXBAK.

The excellent service by DUXBAK on all initial installations and our publicity methods have created a world-wide demand for this brand.

Hundreds, yes, thousands of firms all over the world will admit that DUXBAK is the most economical belting to use. A trial will convince you and bring the realization that no recommendation can give. Will you risk it?

There are more than 130 cities in the United States where DUXBAK can be obtained. Let us put you in touch with the nearest. There is no need to accept a less efficient substitute.



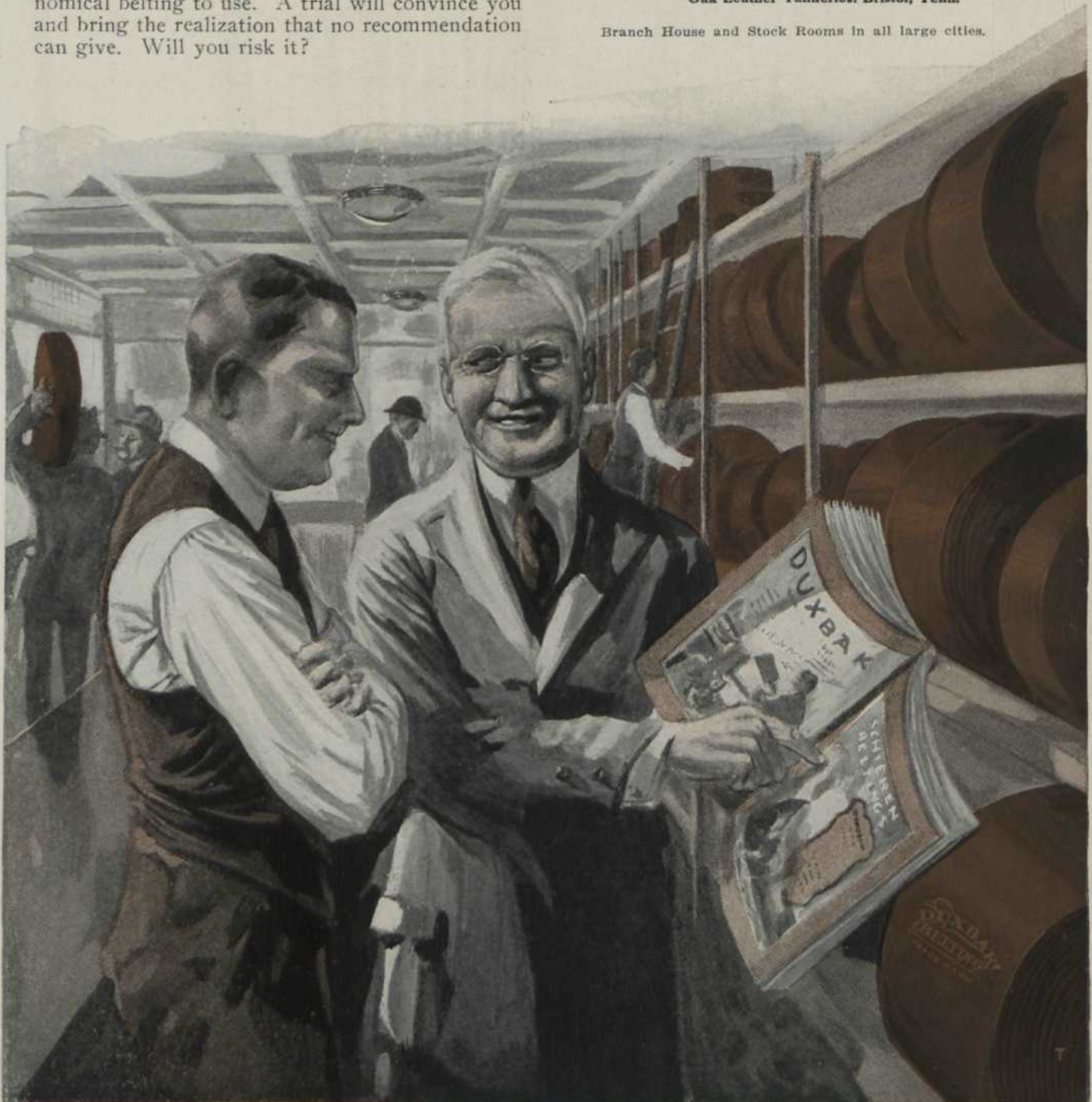
*Chas. Schieren Company*  
ESTABLISHED 1882

Tanners  
Belt Manufacturers

Main Office and Factory: 75 FERRY ST., NEW YORK

Oak Leather Tanneries: Bristol, Tenn.

Branch House and Stock Rooms in all large cities.





**L**UMBER PRODUCERS who have been fearing that the Government would throw on the market large stocks of unused lumber purchased for war purposes have received the encouraging news that the Government is negotiating with the British Government to sell all left-over lumber in England. If the deal is carried through, as there is every reason to believe it will be, the lumber industry will be one with which the Government will not compete in making sales.

**A**N INTERNATIONAL PROGRAM of agricultural production to forestall a possible world shortage of food, feed and fibres within the next years is recommended by a Special Commission sent by the Agriculture Department to Europe to study conditions there. Conditions in Europe according to the commission, indicate a great demand for foodstuffs for years to come, with a prospect of high prices.

"All countries involved in the war," the Commission reports, "will become increased consumers as soon as government restrictions are lifted. The general situation, viewed from the standpoint of the American producer, would appear promising and hopeful. Disorganization of industry, including agriculture, in Europe is so great that several years must elapse before normal production conditions are restored."

**A** BILLION DOLLARS is the Department of Agriculture's estimate of the sum that will be spent in road building this year. The amount of new construction is put at \$300,000,000, and added to that is \$700,000,000 in construction and repairs deferred during the war. Little money was spent for roads last year, and less than \$300,000,000 was expended in 1918. Officials believe road building will start intensively as soon as warm weather is in sight in the spring. Thousands of men released from the army and navy, they think, will be available for the work. At least half of the billion dollars they expect to see spent will go, they say, to labor.

**R**ETURNING SOLDIERS will be put in close touch with unoccupied, usable lands under a plan just put into operation by the Department of Labor. Ethelbert Stewart, director of the investigation and inspection service of the department, is preparing a list by counties giving details of unused lands in the east.

Information concerning lands will be given to the soldiers while they are in cantonments awaiting discharge. Mr. Stewart believes specific rather than general information is what is wanted. He further believes that the Government should give financial assistance to men who leave the army and navy to go to farms.

**M**AXIMUM PRICES for goods sold to the consumer are fixed by the Government in Denmark. It has been found, however, that where they are low enough to please the consumer, the producer complains that he cannot sell at the figures fixed. The Government therefore seeks to equalize the situation by fixing high minimum prices on goods for export. Only surpluses may be exported.

**P**RESIDENT WILSON has been notified that the municipality of Bordeaux, France, is to establish in his honor a Franco-American university of applied sciences, commerce and industry. The proposal was voted on favorably by the municipal council and the local Chamber of Commerce.

## Foreign Trade

Our Foreign Department, through our Buenos Aires Branch and extensive banking connections throughout the World, has unexcelled facilities for the intelligent and efficient handling of your foreign banking business. Consult us regarding any foreign financial or trade transactions in which you are interested.

### The First National Bank of Boston

Capital, Surplus, and Profits, \$27,000,000

Resources . . . Over \$250,000,000

**Branch at Buenos Aires, Argentina**



# Illinois Adopts Business Management

New code arms division heads with full authority and makes them sharply responsible to the Governor

By FRANK LOWDEN

*Governor of Illinois*

IT is the fashion, when a state government decides to perform some function which it has never performed before—and how busily states have been doing that in recent years—to set up a new board, or a commission, or appoint a new official, each one independent of every other agency of government. Under such a system there is, as a matter of course, overlapping of functions, confusion, needless expenditure of money, lack of efficiency.

That used to be the fashion in Illinois, too; now we are an exception, which proves the rule. We had, under the old style, more than 125 boards, commissions and other agencies to discharge the various duties devolving upon the state government. It was not one system of 125 closely related parts, but more like 125 separate state governments, each looking after its own little patch of the public business, each, in effect, doing it as it saw fit, without reference to what anyone else was doing.

Of course, the Governor was held accountable—theoretically—for the manner in which all of them administered the state's affairs. He saw to it—theoretically—that that administration was all that it should be. In point of fact, he did nothing of the kind; he could do nothing of the kind. Intelligent supervision of the work by him of these dozens of scattered fragments of government was an impossibility. Therefore, to bind all of them into one bundle and then to make someone responsible for the bundle, was clearly the thing which the public interest demanded. That was the work to which Illinois put its hand.

Studying these 125 little governments, in the light of their activities, we found that they logically fell into nine groups. We then set about abolishing them—boards, commissions, individual offices, all of them—and creating in their stead nine new departments, as follows: Finance, Agriculture, Labor, Mines and Minerals, Public Works and Buildings, Public Welfare, Public Health, Trade and Commerce, Registration and Education.

Our purpose was accomplished through the enactment, at the last General Assembly, of the Civil Administrative Code. The powers and duties of each department are defined. At the head of each is placed a director, and all the power conferred upon the department is lodged in him. By his own rules and regulations he prescribes the duties of all his subordinates. This, it was objected, placed too much power in the hands of an individual. Many thought that the Code should define precisely, and in detail, the duties of the heads of divisions created in the several departments.

With this opinion I disagreed. In my judgment, you impair the efficiency of a public official when you say to him: "Walk along this chalk line fifty paces to the east, turn to the left and walk fifty paces to the north, then take your seat." "Red tape" inevitably creeps in. The official comes to think that walking along the chalk line is the most important thing. Much of the delay, the inconvenience, the inaction resulting from what we call red tape is not so much the fault of the official as it is of

the law. This is true alike of the enactments of state legislatures and of Congress. When, for instance, Congress has created some new activity of the government, it has as a rule created at the same time a bureau to administer the law. But the lawmakers have not been content with that; they have gone into infinite detail, they have prescribed just what the duties of each official within that bureau were to be; they have so limited and delimited the powers to be exercised, that the bureau is not in the full sense under the control or direction of the head of the department to which it belongs.

A deplorable result to such a system is inevitable. Instead of molding and directing a single department in all its parts, the man at the head of it becomes merely the presiding officer over a large number of bureaus, each of them practically independent of all the others. The department, under such circumstances becomes rigid, and law-bound.

The government of this country functioned badly enough before the war. Democracy has been so afraid of itself and of its own chosen officials that it has hedged them about with so many restrictions that genuine efficiency has been well-nigh impossible. We have framed our laws as if they were to execute themselves, providing in advance for every contingency which the law-makers could imagine, but leaving public officials without the means to meet those which the legislators could not imagine. We have been fond of saying that ours is a government of laws, not men. That is a half truth. The fact is that ours is a government of men under law. We have gone under the theory that we could tie men's hands for evil, but at the same time leave them free for good—an absurd theory. It is as if we sent men into battle without arms, fearful that weapons might be turned against us.

## Individuals Execute Best

THAT is the thing from which we wanted to save Illinois by our new Code. We believed that what was needed was not more but fewer agencies of government, not less but more power lodged in the responsible heads. We believed that if, instead of the law fixing in detail the duties of each official within a department, the head of the department were authorized to fix those duties himself, there would be little red tape. The man over the department would have power commensurate with his responsibility. The department, instead of being an inert mass, would be a living organism.

After careful investigation and discussion, we came to the conclusion that an individual and not a board or a commission, should be at the head of a department. Individuals execute best. A commission may be more desirable where quasi-judicial and quasi-legislative powers are exercised, but where the duties are purely or largely ministerial, experience has shown that it is a man, and not a body of men, who gets results. That is no less true in the administration of public af-

fairs than in the pursuit of private business.

In the Illinois Administrative Code we also provided freely for advisory boards. These boards are composed of men who serve without pay. There are many public-spirited men in every state, willing to give sufficient of their time in an advisory capacity, who could not be induced to give all their time to the state for any salary that could be paid. These boards have proved to be a tower of strength to the departments. If some question of broad policy is to be decided, the department head calls the advisory board together, and the question is studied and discussed from every angle until a decision is reached. The head of the department is not bound to follow the policy outlined but in practice none has so far dissented from a decision reached by his advisory board, nor do I believe that one is likely to.

## A Single Financial Eye

NOTHING will better illustrate the difference between the old method and the new than the procedure for the appropriation of the state's funds. The old way of doing this is well known. The head of each office, board or commission prepared his own estimate. His responsibility was limited and his outlook narrow. He was not required to see beyond his own department, which he was ambitious to extend. He often asked for more than enough. His requests were made without reference to the income of the state. The estimate was referred to an appropriation committee. That committee had not the time, the means, nor the opportunity for adequate investigation. It usually took the estimate of the officer and generally passed the appropriation asked for.

Under our Administrative Code, the Finance Department is the eye of the Governor in the expenditure of all appropriations. The director has the power to provide under the Governor's control a uniform system of book-keeping in all branches of the government, to

(Concluded on page 40)





# "Ship by Truck"

—the traffic motto of today and the future

By Harvey S. Firestone  
President, Firestone Tire & Rubber Co.

**L**IKE GOOD roads, motor trucking should interest every man, woman and child. Both are basic elements in lowering the cost of distribution, saving products now wasted, opening up resources heretofore untapped.

The truck is ready and able to shoulder burdens the railroads cannot carry and to leave them free for responsibilities too long deferred and delayed.

*"Ship by Truck."*

Let us make this the slogan of a new business era.

It is a time for principals to confer—a time for them to co-operate. The traffic situation is one of greatest significance. Our future industrial growth depends largely upon the assistance ren-

dered the railroads by truck in speeding up freight movement. Communities which are not served by the railroads find in the truck the means for their rapid development.

*"Ship by Truck."*

Truck lines already stream out from city to city, from distributing centers to the surrounding towns, hamlets and rural districts. Use the truck arteries. You'll serve yourself and the public. You'll relieve the railroads of a part of the overwhelming demands now being made upon them.

The truck is the one satisfactory solution to the difficulties of short-haul freight. The hundred-mile radius belongs to the truck. But the truck has not stopped there. Its future is restricted only by

the extent of good roads and systematic schedules.

*"Ship by Truck."*

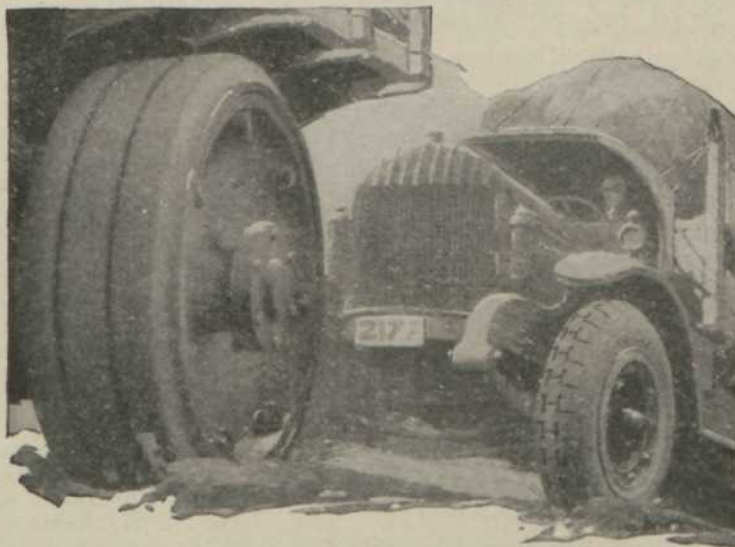
You'll save and serve. Pass the word on to your traffic department. Take it up with your business associates. Speak of it to others in your industry.

Whether it's your truck or one belonging to a truck transport company—

*"Ship by Truck."*

Speed traffic; aid the railroads to give the country a freighting system that can cope with the rapid growth of industry. Get in line with the future trend of transportation.

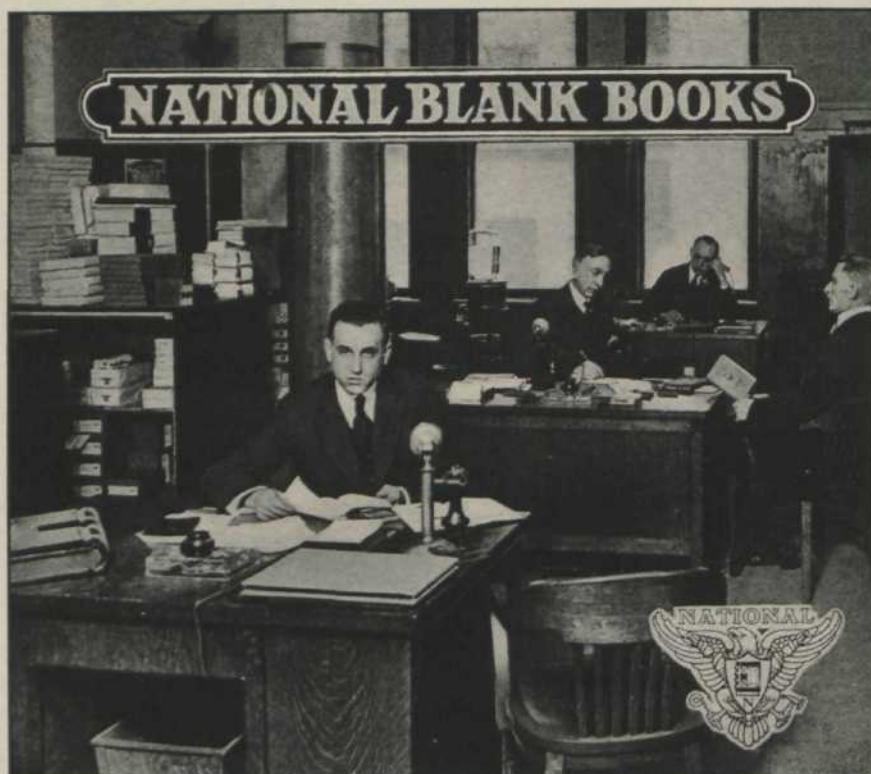
*"Ship by Truck."*



Half The Truck Tonnage  
of America is Carried on

# Firestone Tires





## Is Each Man In Your Office Equipped With National Records?

If you are now short-handed, the more reason every office employee should be fully supplied with National Record Books. In these bound and loose leaf volumes, every detail and figure is made instantly accessible.

For the accountants there are National Ledgers, Time Books, Trial Balances. For the cost department there are National Columnar and Figuring Books with every possible combination of rulings. For the salesmen and billing clerks there are National Loose Leaf Ring and Price Books. While for the gen-

eral office there are National Desk Blotters, Copy Books, Duplicate Order and Receipt Books—in short every blank book that modern business demands. National Blank Books are guaranteed to be the best that can be produced for the money. There are many grades at various prices.

*"Look in the book and be sure it's a National"*

## NATIONAL BLANK BOOK COMPANY



**HOLYOKE, MASS.**

NEW YORK

BERTHIERVILLE, CANADA

LONDON

## Illinois Adopts New Business Management

(Concluded from page 38)

prescribe forms for accounts and financial reports; to supervise and examine the accounts and expenditures of the several departments; to examine into the accuracy and legality of accounts, receipts and expenditures of the public moneys; to keep summary and controlling accounts; to examine, approve or disapprove vouchers, bills and claims of the several departments. Each department, before an appropriation becomes available for expenditure, must prepare and submit to the Department of Finance an estimate of the amount required for each activity to be carried on, and an account must be kept and reports rendered, showing the expenditures for such purposes. The Director of Finance, in fact, has all the power necessary to make him the responsible financial head of these functions of the state government discharged by the Governor. The powers thus exercised by him have already resulted in very large savings.

### A Genuine Budget

**H**IS most important duty, however, is the preparation of a budget. He is required to procure information as to the revenues and expenditures for the two preceding years; the appropriations made by the previous General Assembly; the expenditures therefrom; encumbrances thereon and the amounts unencumbered and unexpended; an estimate of the revenues and expenditures needed for the next two years. He is empowered by law to make any inquiries and investigations needed as to any item desired by any official charged with the expenditure of public money.

He is required before the first of January preceding the convening of the General Assembly to submit to the Governor in writing his estimate of revenues and appropriations for the next succeeding biennium. This will enable the Governor to submit to the General Assembly a genuine state budget, which he is required to do not later than four weeks after the Assembly convenes.

The fiscal year of our present biennium began on July 1, 1917. In the exercise by the Director of Finance of his duty to supervise expenditures, he began at once preparation of the budget to be submitted to our next General Assembly, which meets in January next year. Tabulations and detailed analysis of such expenditures during the current fiscal year are now being compiled for use in checking up and comparing the requests for future appropriations.

His investigation of expenditures, as actually made, will greatly help him when estimates are submitted to him by heads of departments in determining whether those estimates are warranted or not. If not needed, he will reject them; if too large, he will reduce them. In other words, we have the machinery for presenting a real and intelligent budget.

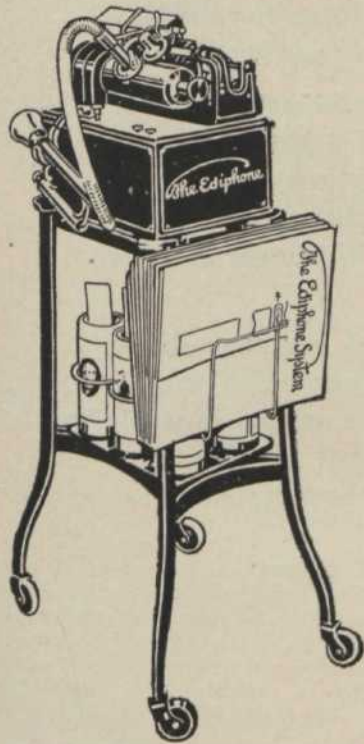
### Close Touch Established

**U**NDER the Administrative Code it is thus possible for the Governor to exercise actual supervision over the affairs of the state. Every duty with which he is charged falls under the supervision of the director of some one of the nine departments. The directors of the departments have their offices in the state Capitol, and the Governor is in constant touch with them. Under the old system he had to deal with more than 125 independent and unrelated agencies of government scattered all over the state.



The stenographer was just as much in mind when The Ediphone System was perfected as were the advantages accruing to the man who dictates

*Thomas A. Edison, Inc.*



*This is the only dictating machine that is made by Edison — The Ediphone.*

It gives you, the dictator, ready to your hand, the always ready, instantly available, convenient way to express your thoughts—simplifying dictation, eliminating lost time, registering corrections and changes almost automatically. Its accuracy is the accuracy of your own voice—it is tireless, unobtrusive. It enables you to concentrate or to dictate a passing thought at will. And it is all this because Edison has made it 100% efficient.

And for you, the stenographer, it is the only correspondence system that can satisfy you in your important work as the producer of finished letters. It revolutionizes and simplifies the whole operation of "getting" dictation and transcribing it. No "notes" to take, no tiresome, time-consuming hours to spend at some dictator's desk. The dictation comes to you in a straight line from his lips to your ears. You typewrite in comfort, controlling the speed and repetition of the dictation absolutely. Your energies and abilities go into the production of better letters—conserving your time and adding comfort to your work. And it does all this for you because Edison has made The Ediphone 100% efficient for you as well as for the dictator.

THE GENUINE  
EDISON DICTATING MACHINE

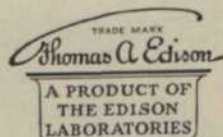
*The Ediphone*  
BUILT BY EDISON FOR BETTER LETTERS

The business that does not dictate to The Ediphone is not getting Edison results in correspondence. You must dictate to The Ediphone to get the results that thousands of other business men now get. It is writing more than a million better letters a day for them.

*Ediphone Service is National. Every one of the men who represent The Ediphone in all the principal cities of the United States is Edison-trained and guarantees The Ediphone jointly with us. Look up "Ediphone" in your telephone directory, and arrange for a demonstration in your own office, on your own work. In the meantime, we have a book you ought to read—"Better Letters." Write for your copy—it's free.*

THOMAS A. EDISON, Inc., Orange, N. J.

The Ediphone is the only dictating machine made by Edison. Devised, improved and perfected by him, it gives you the one completely efficient correspondence system



*The Edison Laboratories*  
ORANGE, N. J.



# If Your Banker

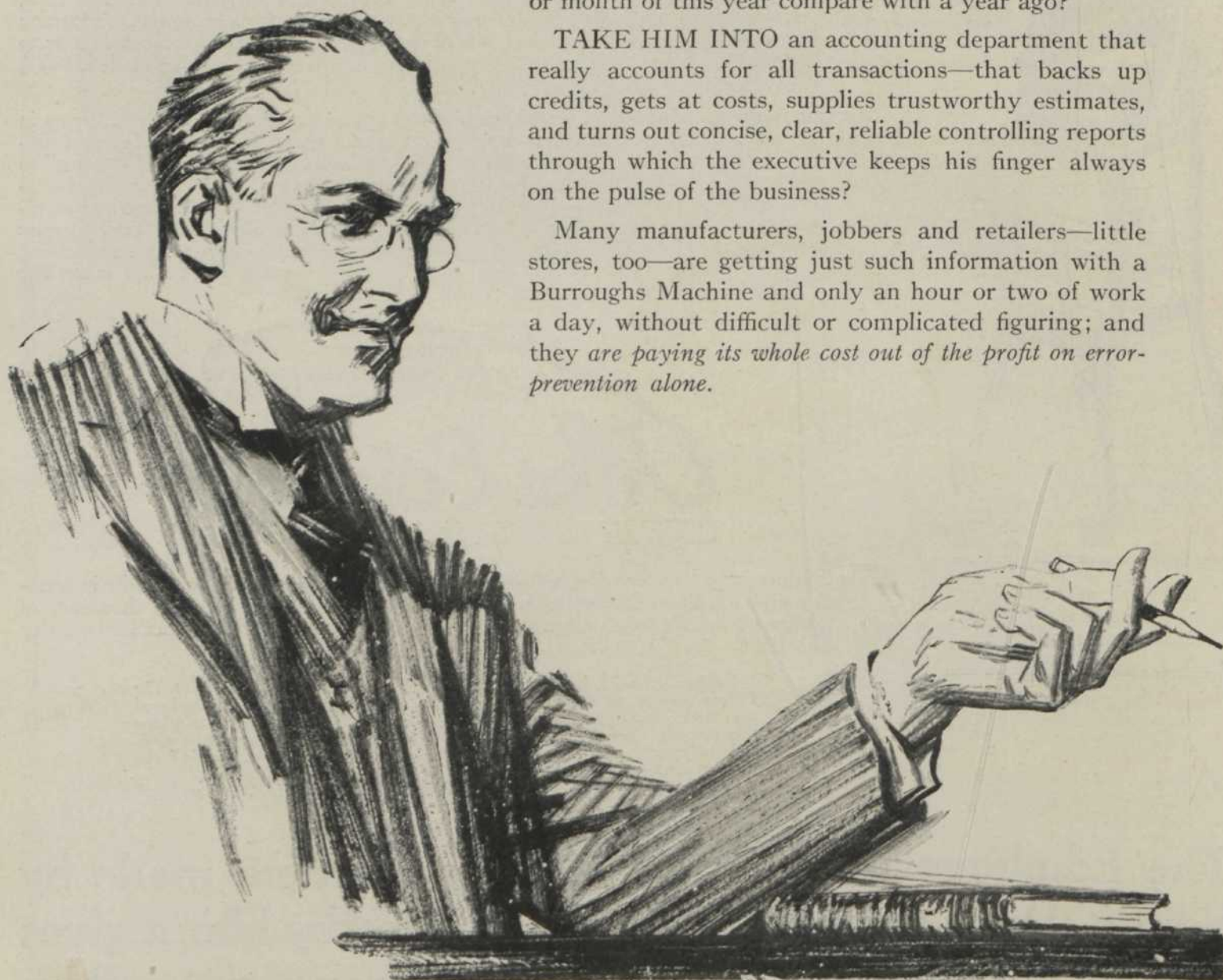
*Could You*— SHOW HIM an accurate statement of your assets and liabilities, as of yesterday?

TELL HIM your gross sales, net profits, cash in bank, stock on hand, and total accounts payable and receivable yesterday at 6 p. m.?

SHOW HIM how any or all those items for any day or month of this year compare with a year ago?

TAKE HIM INTO an accounting department that really accounts for all transactions—that backs up credits, gets at costs, supplies trustworthy estimates, and turns out concise, clear, reliable controlling reports through which the executive keeps his finger always on the pulse of the business?

Many manufacturers, jobbers and retailers—little stores, too—are getting just such information with a Burroughs Machine and only an hour or two of work a day, without difficult or complicated figuring; and they are *paying its whole cost out of the profit on error-prevention alone.*



FIGURING AND BOOKKEEPING MACHINES  
PREVENT COSTLY ERRORS—SAVE VALUABLE TIME

PRICED AS  
LOW AS \$125

# Burroughs



# Should Ask You

## "We Can"

*This story is told by R. A. Stranahan, President of The Champion Spark Plug Company, Toledo.*

"We couldn't, though, if we didn't have this way of doing it quickly, economically and accurately.

"We do all our posting to books and records on Burroughs Machines; we use them in all handling of figures or dollars and cents—posting ledgers, figuring costs, keeping inventories, handling pay-rolls, making customers' statements, everything that's figure work.

"The accurate information, promptly on time, that Burroughs Machines give us comes at about half the cost of hand methods; the machines easily pay back their cost once a year."

## "So Can We"

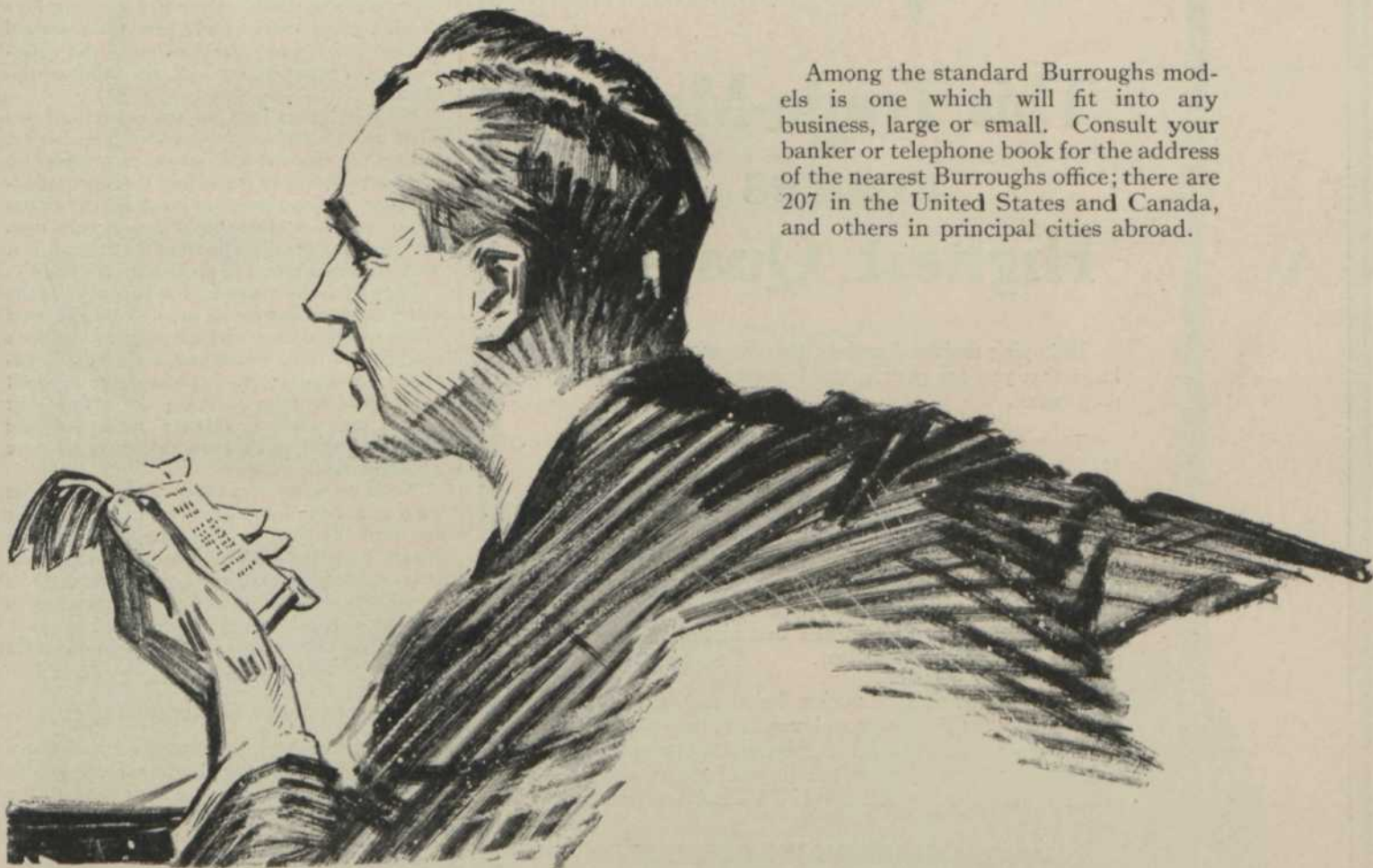
*This is told by a retailer, R. C. Bancroft, President of The Bancroft Hat & Fur Co., Springfield, Ohio.*

"It's no trick at all, with a Burroughs to do the adding. My today's figures always show me yesterday's gross sales, cost of goods sold and net profits—exact, not estimated.

"And those figures are by departments; we know how each line of goods shows up.

"Our bookkeeper and the Burroughs make short work of any sort of figure compilations or records that we ever ask for, so we always know just where we stand. That Burroughs isn't an expense at all; it's one of the best investments the store ever made."

Among the standard Burroughs models is one which will fit into any business, large or small. Consult your banker or telephone book for the address of the nearest Burroughs office; there are 207 in the United States and Canada, and others in principal cities abroad.



FIGURING AND BOOKKEEPING MACHINES  
PREVENT COSTLY ERRORS—SAVE VALUABLE TIME

PRICED AS  
LOW AS \$125

# Burroughs





## This Trade-Mark insures Highest Quality

In buying tools and cutlery, there is one *sure* way to know that you are getting the highest quality possible to produce.

That way is to look for—and find—this KEEN KUTTER trade-mark. When this mark appears on an article it is proof positive that you can depend upon the quality of that article.

When you see the KEEN KUTTER trade-mark on tools you may know in advance that you are getting tools that are perfect in design, balance and construction—tools that are made of the best materials for the purpose by expert tool-makers.

Whether you want a pocket knife, tools or household cutlery for your personal needs, or whether you buy in large quantities for commercial purposes, you will be sure of lasting satisfaction if you insist on getting goods which bear the KEEN KUTTER trade-mark.

**SIMMONS HARDWARE COMPANY**

*"The recollection of QUALITY remains long after the PRICE is forgotten."*

—E. C. SIMMONS.

Trade Mark Registered.

## Our War Goods Bargain Counter

(Continued from page 12)

quantities of our surplus stocks will never reach the domestic market. We desire to dispose of as much of our surplus through export as may be possible.

Authority is being obtained whereby enlisted men and civilian employees in the War Department may purchase articles of clothing and equipage for their own use. Effort is being made to extend this authority, giving some 400,000 Post Office employees a similar privilege. A catalogue is being compiled for the purpose of selling to county, state and municipal institutions, such articles we may have, that are suited to their needs, and whatever saving can be enacted through this directly reverts to the people in this country by way of reduced taxation.

### Sales in Open Market

**N**OTWITHSTANDING these dispositions there of course will still remain considerable materials in nearly every line, and it is upon this point that fears would no doubt arise. When, however, business men are advised as to our method of procedure, as to the matter of sales and open market, this apprehension should disappear. Nothing will be offered for sale here in the open market until every possible consideration has been given as to what effect offerings will have upon normal market conditions having in mind the maintenance of reasonable prices, also labor conditions.

While it is true that our surplus constitutes what would probably be called the largest business in the world, it is not our purpose to commercialize it to the extent that men of experience in economic and industrial affairs could call it a money-making organization. We certainly would not want to capitalize it with the expectation of receiving dividends.

But this is the attitude that is taken: If the war had continued for six months longer, most of the material, now surplus, would have been used, and nothing would have remained to represent our outlay. As a consequence we look upon what remains as being saved from the wreck, and what is realized from the sale will cause that much reduction in our future appropriation.

We have no force of experts who can tell us what quantity of any given article the market can normally absorb. This information will be sought from the particular industry involved. It is our purpose to divert everything as far as possible to its original and proper channels so that manufacturers need not regard us as a competitor. We would rather lose on our sales than cause industrial unrest.

### First Chance to Manufacturer

**W**E will, in every instance where it is in any way practical, give the manufacturer who furnished the article to the government the first opportunity to re-purchase.

A great many conferences have already been had with representatives from different industries with the result that committees have been appointed with whom we will consult before taking action.

History has shown that after practically every other war was terminated, certain concerns sprang up over-night organized primarily for the purpose of buying government surplus at ridiculously low prices, reselling at a fair price, thus reaping not only a fortune for themselves, but also seriously affecting business.

We will seek to establish broad and permanent contacts with the market and the procedure of our sales will be simple and all un-



# MODERNIZE YOUR BOILER ROOM

We are helping meet the labor shortage by installing coal and ash handling machinery in many existing boiler rooms.

Such equipment not only earns large returns on its cost, but makes the user independent of the unskilled labor supply.

Send us rough sketches of your boiler room layout, and we will tell you what can be done with it. In many cases very little alteration is required.

We design and furnish the whole equipment—machinery, bunkers, steelwork, concrete and complete erection—ready to run.

## R. H. BEAUMONT CO.

362 Arch St., Philadelphia, Pa.

New York

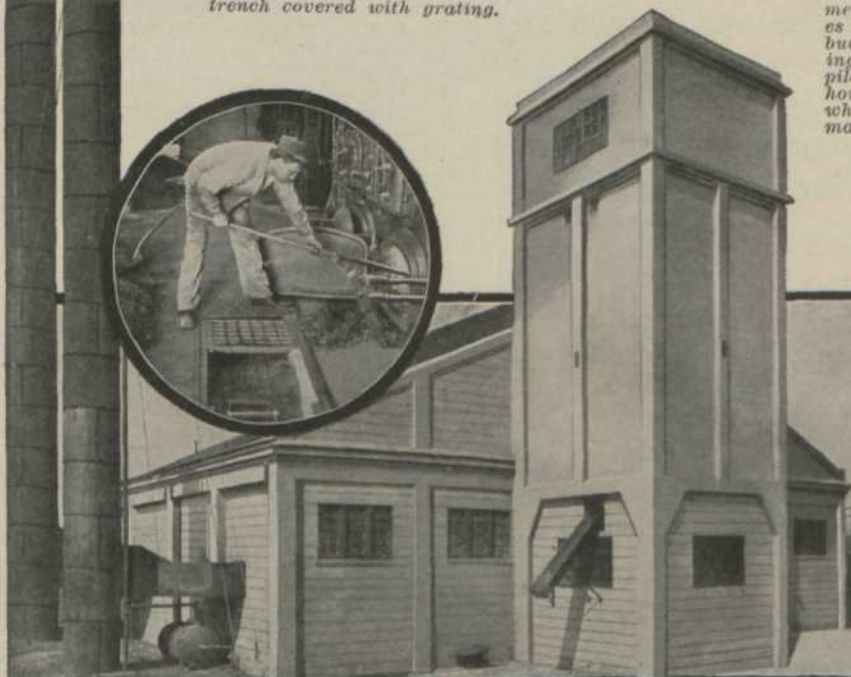
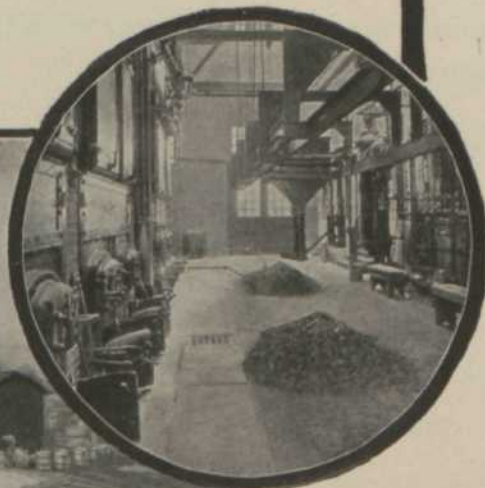
Boston

Chicago

Specialists for 25 Years in Coal, Ashes and Coke  
Handling Equipment for Boiler and Gas Houses.

*Ashes are handled by an ash drag which runs in a trench covered with grating.*

*Girard Estate, Philadelphia. This bunker has compartments for both coal and ashes which are handled by bucket elevators. The traveling larry delivers coal to piles on the floor. Machinery house is in top of bunker which was designed to match existing boiler house.*





# Make Your City An Art Gallery

Would you like to see in your city and all cities and towns where your goods are sold, beautiful pictures advertising your product, designed by such well known artists as J. C. Leyendecker, Howard Chandler Christy, James Montgomery Flagg, Maxfield Parrish, or any other of the scores of famous artists?

This is only made possible by the use of lithographed posters.

With lithography, the designs of any one of these famous artists can be reproduced exactly and printed on poster paper, which is then placed on the poster panels through our organization, in a few cities or a few states, or in over 8,000 cities and towns in the United States and Canada.

When out walking or riding, you will notice poster panels which are 25 feet wide by 11 feet high. Each panel is surrounded by a green frame, and there is a white mat that separates the poster from the green frame.

Poster Advertising will help secure greater results from the advertising mediums you are now using.

We are at your service (without obligation to you) should you desire more information regarding the use of art posters to advertise your products.

## IVAN · B · NORDHEM COMPANY

*Poster Advertising in the United States and Canada*

*8 West 40th Street*

*New York City*

*Bessemer Building*

*Pittsburgh · Pa.*

OFFICES IN

CHICAGO, BUFFALO, KANSAS CITY, MINNEAPOLIS, CLEVELAND

*Canadian Representative*

THE WADSWORTH-NATHANSON CO., TORONTO, CANADA

necessary hazards of bidding will be eliminated.

Our stocks are scattered throughout the country. We must accept the word of our storage officers as to their conditions. Therefore, it is obvious that adjustments will be numerous. Our stocks will be lacking in that uniformity which purchasers ordinarily expect. Full opportunity of inspection will be granted, indeed insisted upon, and where inspection cannot be adequate, adjustments in all fairness to the purchaser will be made.

We have been receiving daily hundreds of inquiries from concerns throughout the country desirous of purchasing from us. All of these have been denied, for the law gives us no authority to negotiate at private sale. We have urged in most instances that purchases be made through their regular source.

It is interesting to know we have not up to this time sent out specifications for the sale of any surplus which we possess. This may be poor merchandising, but our delay in entering into the market will doubtless cause many prospective purchasers to become restless and they will satisfy their needs in the regular way and in the manner in which we feel they should.

A complete inventory of all supplies now on hand is being taken, but the exact quantity of surplus stocks cannot be ascertained until production has ceased. Before determining the exact surplus stock, of course it will be necessary to ascertain the requirements and size of the soldiers who are to be kept under arms. Ample materials will be laid aside to meet these conditions.

There will be no secrecy or privacy attached to any sale, but the widest publicity, so that everyone shall have an equal opportunity to purchase.

NATIONAL RESTAURANTS have been established by the British Government to help meet the high cost of living. Although there is a serious food shortage in England, these Government-controlled eating houses are operating profitably.

The day's menu hangs outside the door and patrons when they enter take trays and help themselves. The attendants are all women. Prices in London's better class restaurants are about the same as they are in New York, but in the National restaurants they are very cheap.

WHEAT PRICES present an interesting problem just now. No one so far has advanced a solution that will prevent the Government from losing apparently a vast amount of money. Farmers are selling their grain on the basis of a guaranteed price of \$2.20 a bushel, while, with the release of shipping incident to the end of the war, Europe will get wheat at prices estimated at from \$1 to \$1.50 a bushel from Australia and the Argentine.

The next wheat harvest in the United States, forecasters agree, will be a big one. More wheat will be produced than the country can absorb, and the Government, if it gets rid of the surplus abroad, probably will be forced to sell its holdings cheaper than it buys them.

FOOD PRICES in Brazil have gone so high that the Government is considering restricting exports to meet the situation. The President of the republic has authorized creation of a food administration to investigate the subject. Government handling of all crops has been proposed by some who believe that that would help relieve conditions.

Prices are said to be so high in Rio that the working classes are having great difficulty in obtaining sufficient food to maintain health.



# The Unforgiving Minute

"If you can fill the unforgiving minute  
With sixty seconds worth of distance run  
Yours is the earth and everything that's in it."

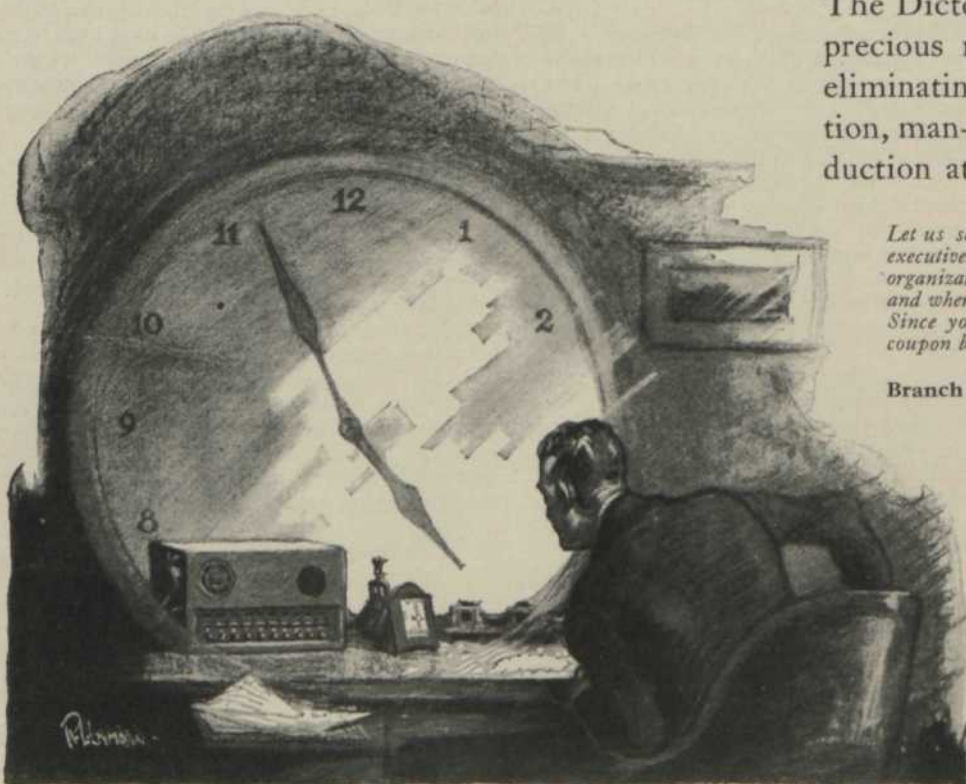
THE total *loss of time* in nearly every organization from the *minutes* that do not count, and do not produce, is appalling.

The clock ticks away the seconds, the minutes, the hours, until the day is nearly gone—and the executive's desk is piled high with important papers unattended to!

Perhaps this is true in *your* office. Statistics show that fully 25% of most business executive's time is *wasted* through *interruptions* and through effecting communication with and delegating tasks to subordinates and supervising heads of departments.

All this loss of valuable time is *unnecessary*—all these wasted minutes can be converted into productive effort through the use of

## The Dictograph System of Interior Telephones



Is your office haunted by a phantom clock? Does it stare at you like the face of Father Time, blank and implacable, pointing to the hour with remorseless hand, ticking off the minutes till you can hear them slip away, lost—one by one? You can never save all of them, of course. Wherever the human equation enters at the door the unprofitable minutes fly out at the window. But you can salvage most of them. You can reduce their number to a minimum. You can use a Dictograph.



10 Key Master Station

The Dictograph System of Interior Telephones

The Dictograph System places you, the chief executive, in absolute control of every unit of your organization, *every minute of every business day*.

By simply throwing a key you are instantaneously and automatically connected with the station called or with several stations at the same time, if desired. There is no switchboard—no operator. The executive uses neither mouthpiece nor earpiece. You simply throw a key and talk.

The Dictograph System first of all saves *your own* precious minutes and, by also saving time and eliminating lost motion throughout the organization, man-power is conserved, and maximum production at minimum cost is assured.

Let us send you our new Bulletin No. 67 showing why 20,000 executives in the leading Financial, Industrial and Commercial organizations of America have adopted the Dictograph System, and wherein it can be immediately applied to your own problem. Since you will incur no obligation we suggest that you mail the coupon below to us, NOW.

Branch Offices and Service Stations in All Principal Cities

## General Acoustic Co.

C. H. LEHMAN, Vice-Pres. & Gen'l Mgr.

220 West 42nd St. New York City

### General Acoustic Company

220 West 42nd Street, New York City

Please send Bulletin No. 67

To .....

Position with Co. ....

Name of Co. ....

Address .....

City & State .....



# THE MERCHANT'S OPPORTUNITY

**I**N the future, the American public will be thriftier, more economical and more conservative buyers. The value of Thrift has been persistently proclaimed and is universally understood.

An appeal of Thrift will be an appeal to millions, who, in the past, would have paid little heed but in the future will rapidly respond.

The *Green Trading Stamp* has been a token of Thrift since 1896. Today it's a favorite with the feminine folk from Connecticut to California, from Michigan to Mississippi.

Merchants desirous of increasing trade, through an inducement in direct keeping with the trend of the times, will find their opportunity in *Green Stamps*.

The  
**Sperry & Hutchinson Co.**

2 West 45th St. New York City

## The Chewing Question in the Orient

(Continued from page 18)

cost \$250,000 to develop this business and I used the same tactics practically as I have in America. I took my message to the people."

The missionary work of the Wrigley Company began in Japan at Tokyo. To "carry the message to the people," methods were instituted that are similar to those which were practiced in our own country by the almost forgotten "medicine man" of the nineteenth century. W. H. Stanley, the overseas expert for the gum company, took the work in hand under the personal direction of Mr. Wrigley.

Brass bands were hired, banner carriers commandeered, lecturers employed, and the propaganda started. The troupe canvassed the kingdom of the Mikado from one end to the other carrying the gospel of gum to every town and village. Difficulty was at first experienced because of the seeming inability of the Japanese to chew gum. He would smell it and put it in his mouth. Then a convulsion of his throat would indicate its disappearance into the interior. The expeditionary force realized this would never do and educational tactics were adopted.

Once the crowd collected in answer to a piping air from the native band, it became the duty of the lecturer to demonstrate by actual illustration just how gum should be treated. He would gravely unfold the wrapper, hold the stick of gum aloft, then just as gravely place it in his mouth, meanwhile working his jaws at great length to show the crowd that chewing was the thing. Thus many Japanese earned pleasant livelihoods by illustrating the true uses of gum. The old-time "sandwich" man was also utilized in this novel advertising campaign and soon a demand for "chewing gum," as the Japs call it, began to spring up in the Land of the Rising Sun.

### Dodging Devils

**W**ITH success in sight Mr. Wrigley redoubled his efforts. He sent a cablegram ordering the expenditure of more money. Forthwith billboards in the larger towns and cities began to proclaim the virtues of Spearmint to the natives and this was followed up by \$10,000 spent each month for advertising in the Japanese papers. Two classes of advertisements were used, one for the educated people, the other for the semi-illiterate, and the demand for the fragrant little sticks increased. The advance agents looked for more benighted districts in which to carry their message to the people.

The crowds at the baseball games, then a popular novelty in Japan, provided an opportunity. More than one scorecard told the people first what Wrigley gum was and secondly the score. The students at different universities were employed to sell the product and no carnival or fair was complete without its Wrigley booth.

In China, the campaigners were confronted with many perplexing details, all of which had to be given the greatest consideration. Though the propaganda was carried on in much the same manner as in Japan, care had to be exercised in the type of advertising to be used because of the Chinese coolies' abhorrence of devils and the fear that any figure accompanying the printed matter might be construed as a sinister visitor of evil. A happy ruse, however, swept away all doubt.

The trade mark of the Wrigley company is a spear and on all advertising it is shown with the amplification of a face, smiling in expectation of the stick of gum held before it. The out-

lines of the trade mark, it was discovered, not only coincided with the peculiar peaked architecture of the Chinese but also with the make-up of the characters of the language. The coolies accepted this as a reassuring omen.

Immediate steps were taken to billpost the country with signs and these more than "took." One thing, however, which caused the members of the expeditionary forces to lose their sleep was the Chinese "bulletins," the name signboards are known by. Contrary to all principles of American advertising, the local agents persisted in demanding signs covered with reading material and showing, though it seemed by courtesy only, a very meager picture of the package of gum. The American advertising men bewailed the lack of force in the pictures but finally gave way when it was demonstrated that things were done that way in China.

After several months of hard, fast work through the medium of bands, lecturers, hawkers, billboards and newspaper advertising the demand came, but in a manner strange indeed to the Wrigley people.

### How They Say It In China

**T**HE familiar American request for "Spearmint" was lacking. There was no terseness in the request of the Chinese. When he wanted Spearmint he said

"Loo-lay-sha-ya-dong."

An interpreter explained that this meant "The lily sweet with the medicine taste." and Mr. Wrigley, hearing of the poetic and euphonious synonym for Spearmint, ordered it used on all Chinese advertising.

Business methods of the native merchants in the Orient are always surprising to the Westerner, but the sale of gum has supplied a hitherto unknown feature. Gum is a luxury for the laboring Chinaman, but he likes it and pays his five cents even when he has been paid but ten cents for his day's work. To counteract the seeming high price of the product, the Chinese storekeepers ordinarily do not sell gum by the package or the stick.

One stick of gum goes a long way in China. A familiar scene in the store of a Chinese merchant is a pair of scissors beside a package of gum. When a Chinese youngster runs in to buy a piece of gum the merchant, with an air of gravity, takes up his scissors and cuts a stick into three pieces, one going to the child in return for the coin, the other two being reserved for future customers. The Chinese youth treasures his bit of gum with a spirit of economy which puts to shame that of his American cousin with an "all day sucker." Mr. Wrigley says that he believes the first package of gum sold in China is still in the active possession of the family that purchased it.

With regard to the Orient as a field for trade, Mr. Wrigley says:

"I believe it is one of the greatest opportunities in history for the American manufacturer. But if a man wants to put his goods in the Orient the only way to do it is to go there and study conditions. Selling goods in Europe is a picnic compared to the Far East. Above all, inform yourself of your market and keep in constant, intimate touch with it."

"Patience and perseverance are the two big words in the Orient," according to Mr. Stanley. "One thing in our favor was the fact that our agents were not compelled to go through the formalities usual with Asiatic merchants—a smoke, a general talk, the customary cup of tea and finally the series of arguments over the





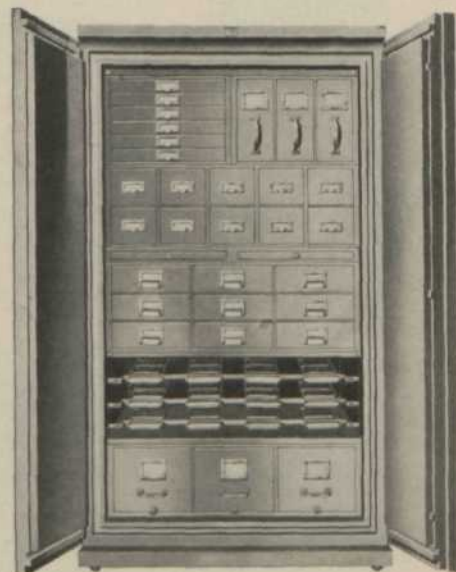
BOOKKEEPING DEPARTMENT, STATE ST. TRUST CO., BOSTON, MASS. EQUIPPED WITH NINE GF ALLSTEEL SAFES

**T**WENTY-FOUR hour protection and proper accessibility for their ledgers and other valuable books prompted the State St. Trust Co., Boston, Mass. to discontinue the old-time method of carrying them to and from the vault each night and morning; and instead they have furnished each of their nine bookkeepers with a

**GF Allsteel**  
TRADE MARK  
**SAFE**

The complete Line of GF Allsteel Office Furniture and Filing Equipment is built to house and safe-guard valuable records conveniently and permanently. Every item which bears the GF Allsteel trade mark is designed to express the highest quality. It is made with the aim to surround the modern business man with equipment which is simple, dignified and enduring.

Why not send for the GF catalog?



# The General Fireproofing Co.

MANUFACTURERS OF GF ALLSTEEL OFFICE FURNITURE AND FILING EQUIPMENT  
Youngstown, Ohio

Branches: NEW YORK

CHICAGO

WASHINGTON

BOSTON

ATLANTA

SEATTLE





# Tycos

TEMPERATURE INSTRUMENTS  
INDICATING-RECORDING-CONTROLLING

*Tycos*, the trade mark of an organization manufacturing indicating, recording and controlling Temperature Instruments of the *better type*; giving utmost satisfactory service; an organization that serves its trade sincerely in all dealings. The convincing proof of high quality of product is its growth.

Correspondence invited. We will do our best to give you the information desired, and not subject you to a long and mechanical series of follow-up letters.

## LIST OF PRODUCTS

Industrial Thermometers (Angle and Straight Stem)	Hygrometers (wet and dry bulb) Indicating and Recording
Capillary Recording Thermometers	Thermographs
Self-Contained Recording Thermometers	Outdoor and Household Thermometers
Capillary Index (or dial) Thermometers	Medical and General Use Thermometers
Thermoelectric Pyrometers	Laboratory Engraved Stem Thermometers
Recording Thermoelectric Pyrometers	Coal Oil Testing Instruments
Fery Radiation Pyrometers	Hygrometers
Temperature Controlling Devices	M. C. Vacuum Gauges
Time Controls	Aneroid Barometers
Capillary Electric Contact Temperature Controls	Aviation Altimeters
	Barographs, Etc., Etc.

*Taylor Instrument Companies*

ROCHESTER, N. Y.

*There's a Tycos and Taylor Thermometer for every purpose*





price, because we had already created a demand for our product.

"To start a business in the Far East one needs 'big' money. It may be out from six to nine months without any appreciable return; in addition you've got to forget the 'ten days, two per cent cash' proposition right at the start. But we have no bad accounts in the Orient. The Jap is slow but always sure to pay, the Chinese is generally prompt, but, if slow, you may be sure you'll get your money eventually, as he pays all his debts on New Year's.

"We have experienced difficulty in getting our goods to the people in the out-of-the-way places. In some parts of the Philippines we are compelled to rely on water bullocks. In China, we employ men and beasts of burden to take gum into the interior."

There ought to be here a hint to other manufacturers.

## The Great Silent Shift from War to Peace

(Concluded from page 29)

shutting down of Government works, labor is not so well employed, not so peripatetic, and of better caliber and efficiency. The industrial centres show but small effects of the loss of Government contracts, as most manufacturers are still far behind on old orders from domestic business. Cancellations of orders are comparatively few.

Coal mining has suddenly shifted from a shortage to a surplus, and in a number of sections mines are curtailing operations because of lack of orders.

The winter wheat planting is about fifty million acres and its general condition has not been equaled in late years save in 1915. The greatest increase in acreage is from Ohio westward to Kansas and Oklahoma, especially in the latter states. Even out in thirsty Arizona they expect to raise one million bushels of wheat this coming harvest where not so long ago only the hostile and forbidding desert held sway.

In spite of all the pressing and immediate food problems across the water, there does not seem any reason why the next six months should not bring an appreciable decline in the price of food products. Both wheat and hogs are sustained at their present figures only by Government regulation.

The recent official estimate in the yield of corn for 1918 is not in accord with the best private reckoning. The greatly reduced estimate between November 1st and December 1st, as a result of the abandoned acreage and the damage done in July and August, seems a belated consideration of what had already been figured by the trade in their own estimates on September 1st. Moreover, the official method, which seems largely to be the solution of a mathematical equation, differs inherently from the best private system, which is that of comparison with the yields of the previous year. Besides, the census returns for crop yields and the official estimates for the census years show most startling discrepancies.

One of the most significant features is the general relief at the expiration of control and regulation in many lines. For in truth, the commercial world is weary of artificial restraint, now that the necessity for it no longer exists, and is eager for return to the natural laws of supply and demand, and that competition and individual initiative which made America and placed her in the forefront of the nations.

When you think of  
**SYSTEM**  
you think of "Y and E"



THERE is much more to a "Y and E" filing or record system even than the beauty, the ease of operation, the durability, of "Y and E" filing equipment—

There is a fundamental system *idea*.

What enables you to find papers so quickly and so surely, when you use "Y and E" equipment, is not the equipment alone, but the "Y and E" *method of filing*. The method of filing is worked out for you by our System-planning Service, with the experience of nearly forty years. This service is a distinctly "Y and E" product, like our filing cabinets or filing supplies; and it is not charged for.

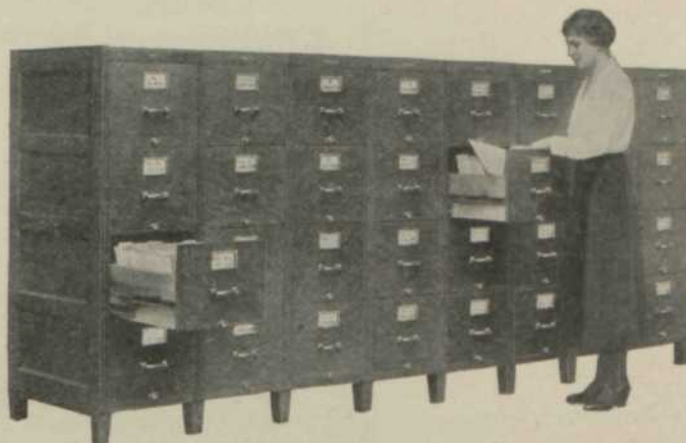
Inasmuch as no charge or obligation is involved, why don't you, like so many other executives, let us examine your present filing methods and see if we can suggest some way of improving them—not for our own edification, but for the good of *your* business?

## YAWMAN AND ERBE MFG. CO.

228 St. Paul Street, Rochester, N. Y.

One store in each city

In Canada: Office Specialty Mfg. Co., Ltd.



A battery of eight No. 804 letter-size sections

## FILING SYSTEMS THAT SIMPLIFY





## Expert Analysis of Investments

**M**ANY of our clients submit to us for valuation, at regular intervals, their lists of securities.

We are buying and selling in all important markets every day, and are in position to place a fair value on even an inactive security.

For this service there is no charge.

We should like to tell you, either by mail or through our representatives, more about the investment service we are able to render.

*Our February offerings will  
be sent upon request for H-97*

### The National City Company

National City Bank Building  
NEW YORK

UPTOWN OFFICE:  
Fifth Avenue and Forty-Third Street

*Correspondent Offices in 33 Cities*

*Bonds—Short Term Notes—Acceptances*

## Boots and Shoes from Shark Skins

**N**EW possibilities for obtaining the much-needed substitutes for shoe leather are getting much attention from industrial and chemical engineers.

The present scarcity of leather is an obvious and necessary result of the war, for leather is an animal product and is, therefore, affected by the same conditions that have led to the scarcity and high price of meat. In our own country we have not yet been driven to such extremities as in the European countries, but the price of leather and footgear has risen enormously, and we are diligently seeking both leather substitutes and new sources of supply. The skins of aquatic animals offer a practically undeveloped resource, and it is not unlikely that before long we shall be covering our extremities with the skins of the man-eating shark and the sacred codfish.

Recent experiments at Pratt Institute, Brooklyn, have demonstrated that a marketable leather can be obtained from this source. The reason we have not heretofore utilized the skins of aquatic animals for leather is not because they are not perfectly well adapted for such use but only because the skins of land animals have been so plentiful. The shoes made from shark skins cannot be distinguished from those made of other leathers and the wearing qualities seem to be superior.

Since there is no question of the excellence of aquatic leather it is likely that there will be a considerable development of this source of supply. The Bureau of Fisheries has been experimenting with these skins and reports that already several companies are in the market for the raw hides of sharks and porpoises.

## Russia's Peasant: Economist and Financier

(Continued from page 22)

revolution?" asked the committee, nudging each other.

Said the owner: "Ten thousand roubles a year."

"We will give you half of that the first year," said the committee, after a brief consultation, and counting on their fingers; "the second year we will give you four thousand roubles; the third year three thousand and the fourth year twenty-five hundred roubles."

"But," said the owner, "it is impossible for me to live on five thousand roubles, let alone twenty-five hundred. I have my house, my servants, the food bills, my horses and carriages. It is impossible, unthinkable."

Again the peasants put their tousled heads together. "We've got it," they announced at last triumphantly. "The difficulty here is that you are living in the wrong place. You bring your family and things and come to live in one of our huts. Your expenses won't be much there. Besides, we've decided that your villa will make a fine restaurant for the people."

This shift was enforced. The whereabouts of the mill owner no one knows; while his villa has become a popular tea-drinking rendezvous for peasants and returned soldiers.

Most of the working people have no confidence as yet in the organization experiments of the Soviet Government and resent them.

### Losing Life Blood of Capital

**H**IGH wages and unemployment benefits paid by the Government, are no remedy for the tremendous rise in prices or provisions and other necessities of life. It is true that a surplus of currency prevails in Russia as it does in other belligerent countries, but this is more than counterbalanced by its depreciation.

Nevertheless, industrial workers, are getting along better than most other classes, particularly government officials. The factory employees do not exercise their privilege of requisitioning provisions from the peasants directly, but they receive in any case supplementary rations.

A number of factories still remain in private control. Some of them have practically ceased operating but still pay the wages of their employees. It is obvious that under such conditions dividends are out of the question. Such firms are living on their reserves, hoping to maintain their property physically intact until a new regime comes into power. Naturally the fate of these companies who are living on their

capital and earning no income is sealed unless a counter-revolution occurs.

Another obstacle to centralization during the present confusion is the great lack of manufacturing materials. Unless the Soviet republic procures coal from the Donetz basin, ore from the Urals, and petroleum from northern Caucasus, it cannot continue to operate its factories or maintain communication, as these are now running with supplies of raw materials requisitioned from remnants of stock on hand.

### The Bread Line Limit

**P**SYCHOLOGICAL factors necessary for production are also lacking. Masses of the working people, to say nothing of their trained foremen and directors, have no desire to work or to settle down to routine industry. The Soviet Government has gradually begun to realize the seriousness of this and to insist that some real work should be done during the eight hour factory day. The national talk fest is over; the time has come to work or perish.

With these facts in mind, the collapse of the Bolshevik regime may be definitely prophesied. It will come to pass soon and in this way: The Russian masses of workers, all hungry and miserable. In order to pacify them the leaders grant them higher wages (a fifty per cent raise was decreed last October). But they also shorten the working hours. That means lessened production and increased prices. Prices and wages soar together. Result: no alleviation of the hunger and misery.

For a time the workers will endure their sufferings, heeding the Soviet agitators, who will continue to extol the "triumph of the proletariat" and promise food and wealth.

This process will go on until the existing stores of food are all but exhausted. Up will go wages again, but be they ever so fabulous they will buy no food for there will be no food to buy. Then the duped Russian worker will learn a profound economic truth: Bread is produced, not by proclamation and speeches, but by work.

### How the End Will Come

**W**HEN that day comes, the people's wrath, maddened by hunger, will again bring anarchy, more bloody than any Russia has ever known and the site of Bolshevism will be marked by a fearful and warning heap of ruins.

So much for internal affairs. As to foreign relations, the situation is again bewildering.






An actual photograph of *WILLIAMS' SUPERIOR WRENCHES* taken from the height of the 57th story of the Woolworth Building, during construction; 750 feet above City Hall Park, New York City.  
Star in picture; Singer Building, 41 stories in height

# Williams' Superior Drop-Forged Wrenches For Every Purpose

**A** BIG BUSINESS, like a big building, requires a broad and sound foundation. For nearly half a century we have been designing and developing standard lines of *Superior Drop-Forged Wrenches*. We now make and carry regularly 40 Patterns in about 1000 sizes, with openings from  $\frac{3}{16}$  to  $7\frac{5}{8}$  inches—something *Standard* in design and size for every recognized trade need.

Our trade marks, "Vulcan" and  and "Agrippa" are known the world over, wherever machinery or tools are used. They stand for *Superior* quality—the kind that guarantees service under the most severe conditions, for they represent our constant effort to maintain the high standard of excellence that has long been established for Williams' product.

Specify "Williams' Wrenches" or Tools when you order and get *Superior* quality.

CATALOG ON REQUEST



WESTERN OFFICE AND WAREHOUSE: 24 SOUTH CLINTON ST., CHICAGO, ILL.



# Give Them Their Jobs Back

THE men who left your shop or your office to finish the Big Job over there have been working for you all the time they have been away.

And though not on your payroll, they have saved your business and your home from things worse than bankruptcy or fire.

Their experience has developed them and made them more valuable to you.

When they return, give them more than a welcome home. Have their places, at bench or desk, ready for them.

## DURAND STEEL LOCKER CO.

1511 Ft. Dearborn Bk. Bldg.  
Chicago

911 Vanderbilt Bldg.  
New York

The first Soviet government, with its newly-created trade organization and a price policy based on Marxist ideas, is an anomalous thing in the world. How can the group of neighboring bourgeois governments, whose trades and manufactures are controlled by private enterprise, understand it? Becoming like her in order to understand her does not appeal to them.

### Another Stroke of the Pen

SO far as Germany is affected, a number of reciprocal concessions were made in a treaty supplementary to the Brest-Litovsk agreements, regulating the exchange of commodities between two countries. The new agreement contains a recognition by the German government of the decree of the Soviet government of June 28, 1918, nationalizing industries. By this supplementary treaty, all German investments in Russian undertakings were liquidated with a stroke of the pen and settled by a lump sum compensation.

This trade agreement with Germany is significant. It indicates a valuable simplification of the situation for Germany and for German creditors. The Soviet government also considers it a far-reaching diplomatic victory. It deprives Germany of any motive for joining in the protests made by several neutral countries against the nationalizing of industries. In the second place, this summary settlement of the claims of German creditors will make it impossible to conceal the ownership of Russian private undertakings under the guise of German financial control. Finally, the new agreement between Germany and Russia will react more or less upon the attitude of the Russian bourgeoisie.

So far as an exchange of commodities with Germany was concerned, so great was the latter country's need of metals, asbestos, lubricants, flax, hemp and textiles, that she promptly accepted the Bolshevik idea of sea trade barter and sent to Petrograd ships laden with coal. Though exorbitant values were placed on the commodities, the trade was effected after much bargaining. In addition to coal, Russia in this manner also procured drugs, dyestuffs and machine parts from Germany. Soviet foreign trade experts therefore believe themselves justified in boasting: "You see, our method works! Nothing succeeds like simplicity!"

### Has the War Doomed Competition?

(Concluded from page 11)

back into the old way of digging up things which business must not do. More than that, it fell into the old century-end legal ways of haling wicked corporations into court and belaboring them with a governmental big stick.

The Committee therefore decided to make two concrete suggestions to the business men of the country. These are:

1. A complete revision by Congress of all our anti-trust legislation.
2. That Congress draw up standards of general business conduct to be administered in the first instance by a supervisory body.

These suggestions are now being submitted to the business men of the country through a referendum of the Chamber of Commerce.

This is the second referendum of this kind. In January, 1917, the Chamber of Commerce submitted a referendum suggesting remedial legislation to permit cooperative agreements in industries which involve primary natural resources. The new referendum proposes that this principle of cooperation should now receive a wider application.

### The Virtues of Economy

THE manner in which cooperation with respect to ores, oil and water power could conserve them and economize their use was obvious, and a strong affirmative vote was given the referendum. But now, reviewing our legislative past and our war experience, how could the Committee help exclaiming: "Why not in the same way—as far as possible—conserve all our economic resources?"

"That prevention of waste in our industries—waste of labor, waste of executive direction, or waste of materials—is in the public interest, will readily be admitted. The trouble was, however, (before the war) that there was no way in which to safeguard the public interest in so doing. There was always the danger that the virtues of economy might be exceeded by the sins of monopoly.

"This difficulty has now been eliminated. We have had a lot of experience with agencies which administer standards of business conduct. We know what to expect of them. The 'requirements of the public interest' is no longer a novel or mysterious idea. There isn't a progressive business man in the country today who hasn't thought this matter out and made up his mind about it, at least as regards his own business.

"What are some of the ways in which we could constructively apply new standards of cooperation? Well, there is that old bogey of interlocking directorates. They might well be allowed where the supervisory body had determined in advance that the public interest would not suffer.

### Provision for Liquidation

AGAIN, there are some industries, which in response to war needs have expanded to a capacity beyond the demand for their product in times of peace. There can be no public advantage in having a period of destructive competition ensue in such industries. Such competition would allow those strongest in financial resources to survive, regardless of relative merits from an economic point of view. There should be provision for liquidation of excess capacities to a point where the capacity will reasonably correspond to present and future needs.

"The cooperative agreements among producers of timber, coal, petroleum, and metaliferous ores, advocated by the earlier referendum mentioned above, would undoubtedly include agreements as to prices. Unless such agreements were very carefully supervised in the public interest, they would be apt to be detrimental to consumers."

Laws as liberal as these will naturally need a regulatory oversight of a kind such as neither the Federal Trade Commission nor any other government body has yet provided. It is for this reason that the Committee makes a third recommendation: that the membership of the Federal Trade Commission should be increased to nine.

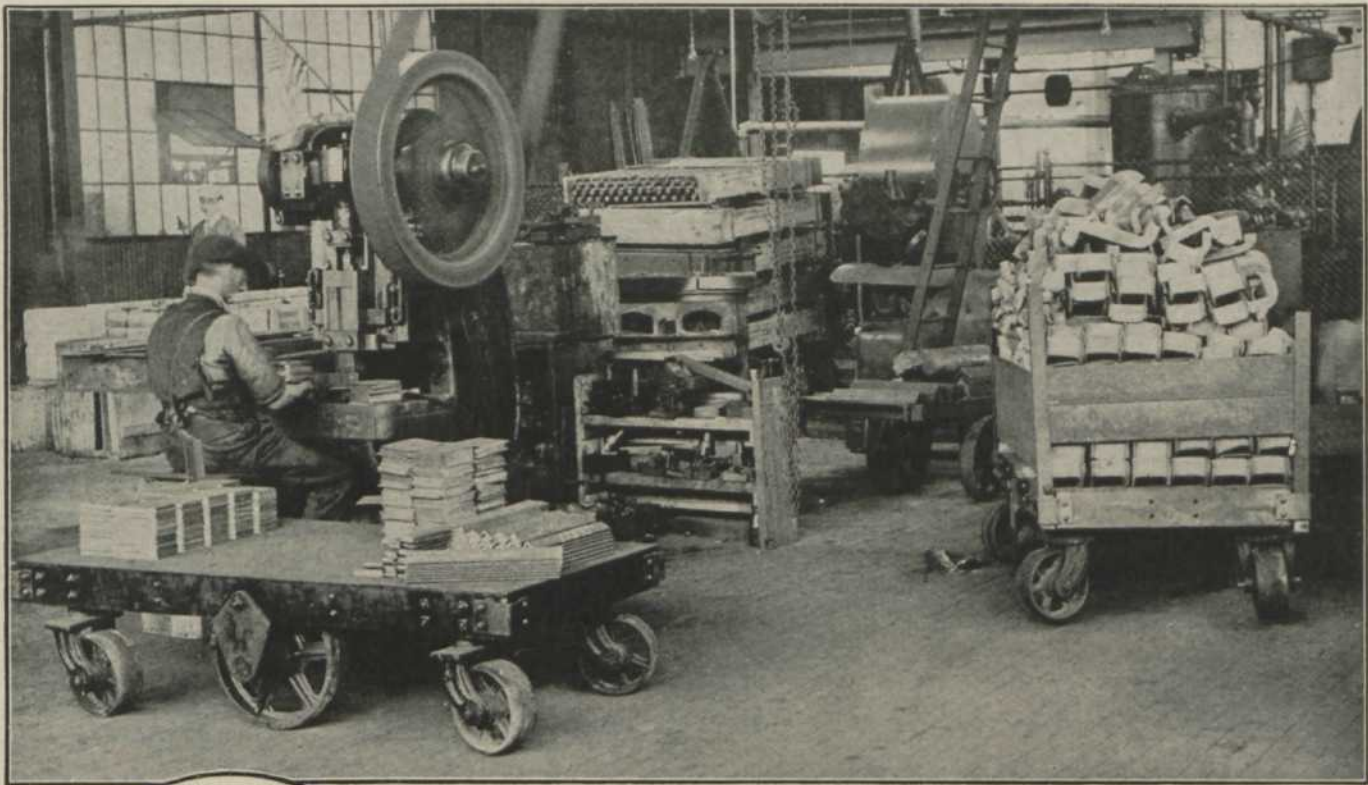
### Apply War's Lesson to Business

SOME of the new commissioners might well be of the type of able business men who, during the war, served at the head of the various war bodies in Washington.

As the special war bodies go out of existence, it will be logical that some of their functions should be transferred to the Federal Trade Commission.

The Federal Trade Commission, in the Committee's point of view, thus rests at the strategic point in this whole problem since it now has at its command a large staff of experts who have known these industries under war conditions.





*Tractor Brings Raw Material to Machine  
and Hauls Away Finished Product*

## Turn Wasted Minutes Into Productive Hours

When operators and producing machinery are idle, even for a few minutes each day, because of lack of material with which to work, the factory output is reduced and costs go up. Many wasted minutes can easily be turned into *productive hours*, by linking up your Haulage System with your manufacturing plan. Operators and producing machines are kept busy continuously—fewer men are needed than when hand trucks are used.

The savings in men and minutes that can be effected by using a Lakewood Haulage System are indicated in a new folder. Ask "How 56 Men Do the Work of 500."

THE LAKEWOOD ENGINEERING COMPANY  
CLEVELAND, U. S. A.

*Offices in New York, Boston, Philadelphia, Washington, Pittsburgh,  
Detroit, Chicago, Milwaukee, Salt Lake City, Los Angeles and Seattle*

# Lakewood Industrial Haulage

FLAT WHEEL. FLANGE WHEEL.

ALLIED

Export Department  
ALLIED CONSTRUCTION MACHINERY CORPORATION  
120 Broadway New York U.S.A.

ALLIED



# If You Want More Capital

To increase your  
working assets;

To extend your  
manufacturing  
facilities;

To develop your  
selling policy;

To refund your  
bank debts;

To provide  
against the un-  
certainties of  
the future;

*Give us the facts in  
strict confidence  
and we will give you  
a quick yes or no.*

**Peabody,  
Houghteling & Co.**

(Established 1865)

**10 South La Salle Street  
Chicago**

## Contracts in Khaki

(Concluded from page 9)

large sums and incurred commitments in still further amounts. Manufacturers' capital was invested by the hundreds of millions in things they could not use or sell, and the Government could not release it and so provide them with funds to use in the industrial activities of peace. The manufacturer who had dealt with the War Department, however, was only the top link in a net work of industrial chains; for he could not now settle with his subcontractors, and each subcontractor was unable to pay his material men. All the links in the chain, because of increases in costs of every sort, had much borrowed capital. Further credit at the banks they found curtailed, because of the uncertainty of the top link's situation. Before the middle of January this condition of affairs had already spelled bankruptcy for several enterprises. Here was a transition problem of great proportions.

### House to the Rescue

**M**EANTIME, a new bill had got into the making. In the Comptroller's hands it took a form which would have left outside its provisions some manufacturers who had acted in perfectly good faith. In the hands of the House Committee on Military Affairs it took a better form, but still failed to place "informal" manufacturers upon an equality with their more favored brethren who by sheer good luck had contracts of the formal variety before November 11. This bill was expedited in the House, and passed on January 9. The Senate Committee on Military Affairs, which first planned to have all outstanding contracts, formal and informal, passed upon by a new commission before any settlements could be made, decided the attendant delay would be disastrous and concluded to substitute for the House bill a measure more nearly commensurate with the situation, leave the War Department to make settlements with all the expedition of which it is capable, and have the commission merely review the cases in which a manufacturer is not satisfied with the settlement offered by the Department.

### The Probable Solution

**A**T this writing it is probable that very soon there will be upon the statute book a law embracing the situation that now urgently requires a remedy and authorizing the War Department to proceed with the machinery it has already created for making adjustments, with a possibility for dissatisfied persons of appeal to a commission of three men appointed by the President and confirmed by the Senate, to represent respectively the War Department, the Department of Justice, and the public. When free to proceed with the 6,250 contracts which are in question, at home and abroad, the War Department expects to deal with them rapidly, concluding many within a few weeks, and to have disposed of the last of them by June, whatever the intricacy of detail. In the process it will use the 32 boards it now has actively at work dealing with adjustment of "formal" contracts—24 throughout the country and 8 in Washington considering specialties. Over all will be a body of appeal within the department, the Board of Contract Adjustment. Through this machinery the Department's proposal will be formulated, and, according to present plans of the Senate Committee, a manufacturer who does not like this proposal can take his case to the new appeals commission.

When such legislation is on the statute book, the Government can once more discharge its moral obligations.



## REFLECTOLYTE

**"Makes Day of Night"**

In all lines of endeavor, REFLECTOLYTES are needed to eliminate eye-strain, promote efficiency, lessen liability of accident, and increase production.

In Industrial Buildings, REFLECTOLYTES eliminate waste and increase output.

In Department Stores, and other Stores, REFLECTOLYTES display merchandise to best advantage.

In Hospitals, Churches, Hotels, Public and Institutional Buildings, correct illumination is assured by the use of REFLECTOLYTES.

Made in sizes, types and styles, for all lighting needs. *Guaranteed for twenty-five years of fully efficient service.*

*Catalog on request.*

**The Reflectolyte Company**  
910 Pine Street St. Louis, Mo.







## Through Snow and Storm The Tank Car "Carries On"

Fuel oil, gasoline, kerosene and lubricating oils are as essential to the industrial and domestic life of the country as coal. The need of faithful, reliable tank car service was never more imperative.

Standard Tank Cars represent the highest achievement of tank car construction. Built to meet every requirement in every service with greatest efficiency, reliability and economy.

TANK CARS BUILT, REPAIRED AND REBUILT

PROMPT DELIVERIES

*Write any office for particulars, specifications, blue prints and any engineering information*

# Standard Car Construction Co.

New York  
Woolworth Building

St. Louis  
Wright Building

OFFICES:  
Chicago  
Peoples Gas Building

Philadelphia  
108 South Fourth Street

WORKS: SHARON, PA.

# Standard Tank Cars



# THE WORKING WORLD WANTS OIL

"Every barrel of oil added to the world's daily production means Power added to the great effort now necessary to re-establish the industries of the world."



We MAKE the machines that DRILL the wells that PRODUCE the oil that the WORLD needs

## OIL WELL SUPPLY CO.

Main Offices: PITTSBURGH, U. S. A.

NEW YORK LOS ANGELES SAN FRANCISCO TAMPICO LONDON



An Anti-Friction that for three decades has been sold under the broad guarantee that it will stand more speed and wear than any other metal or we will return the price paid for it—You to be the sole judge.

**Marks Lissberger & Son, Inc.**  
Long Island City, N. Y.

*There is no BEARING METAL want but what we are prepared to fill with RIGHT QUALITY AT RIGHT PRICE*



## WHITING-ADAMS BRUSHES

USED BY THE  
**U. S. ARMY AND NAVY**

Used By  
**RAILROAD AND STEAMSHIP COMPANIES**

Used by Manufacturers of  
**CARS, AUTOMOBILES, CARRIAGES**

There are actually several million persons in the United States who are continually using Whiting-Adams Brushes.

Send for Illustrated Literature  
**JOHN L. WHITING-J. J. ADAMS CO.**  
Boston, U. S. A.

Brush Manufacturers for Over 108 Years and the Largest in the World

An Officer of the Construction Corps (regular) of the Navy, with rank of Commander, seeks an opportunity in civil life: graduate of Annapolis and Massachusetts Institute of Technology, accustomed to employing and dealing with civilians, and with unusual experience in general business.

Propositions need not be confined to shipbuilding.

OFFICER

Care of The Nation's Business.

## New Laws Affecting Business

(Continued from page 11)

conferees have not indicated they will accept this suggestion.

Although more people than ever before are today engaged in making out forms, the Senate inserted in the revenue bill a series of new sections which would very materially increase the country's "paper work." The Senate proposed that every concern which had entered into any contract to do any work or furnish any supplies for the Government, and each of the subcontractors of every such enterprise, should go back over its books to April 6, 1917, and take off, for each contract, a complete statement of all work and labor performed and materials and property furnished, together with an account of all money received, expenses incurred, and profits realized. As to contracts already completed it would be necessary, under penalty of fine and imprisonment, to file copies and such statements within sixty days of enactment of the law, with both the Commissioner of Internal Revenue and the Department of Justice. Corresponding filings would be required for existing and future contracts.

How such procedure would assist the Bureau of Internal Revenue is not clear; for the bureau has authority now to scrutinize books and records and go to very great lengths to discover any income which should pay tax. That the Department of Justice would have any function with respect to the reports for which the Senate stipulated does not appear. If there was any inclination to adopt this particular means for the purpose of supplying the Department of Justice with reading matter, some forecast should be made of the volume, in order that the department may not be overwhelmed. The subcontractors working upon parts for Liberty motors alone numbered well in excess of six hundred. How many separate contracts each subcontractor had, and how they dove-tail into one another through cancellations and substitutions, no one has ventured to guess. There has been only one established fact about the proposal—it would cause a vast deal of work, the utility of which in the public interest is not apparent.

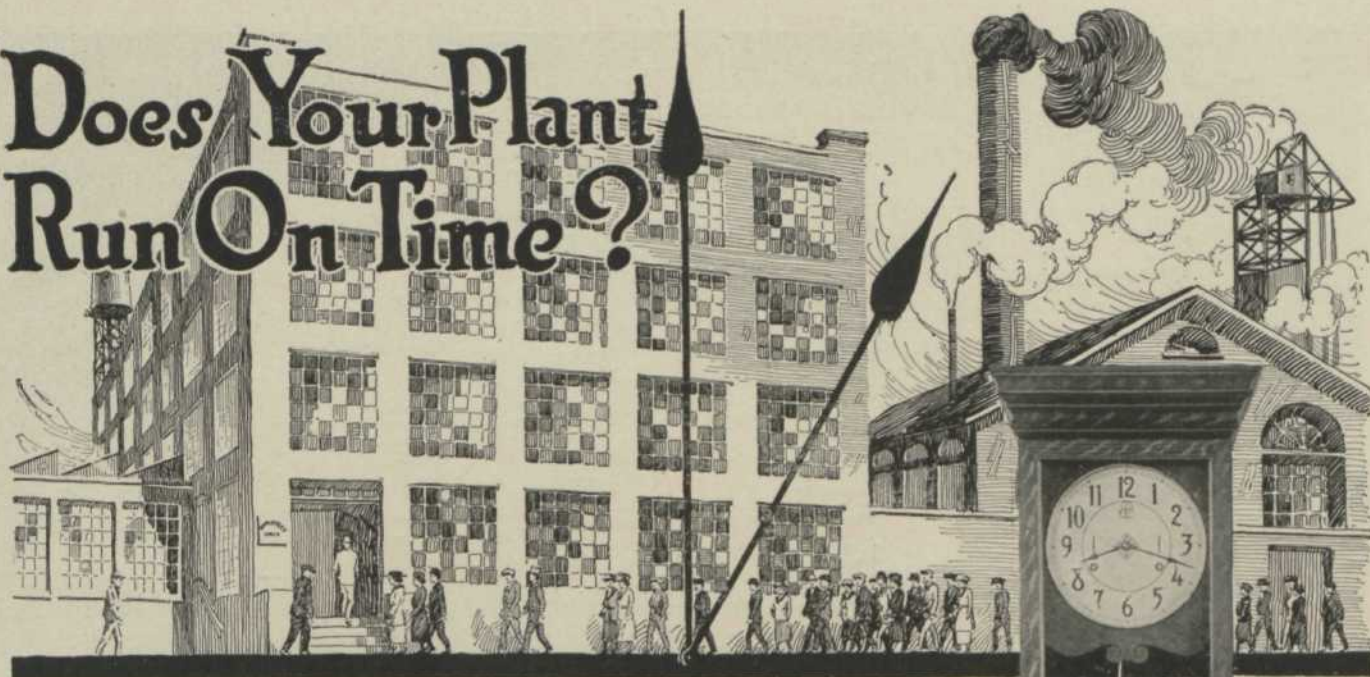
Incidentally, there are some physical difficulties. How a contractor or subcontractor who did not happen in 1917 to keep all the records the Senate contemplated is to comply with the provision is not disclosed. Neither does the language adopted by the Senate apparently help a person within its scope to understand how he is to segregate expenses and profits to a particular portion of his output when the Government took only a part. Notwithstanding these queries, it seems certain that no one will go to jail because of any penalties now assessed for failure to keep records in 1917. In fact, it is altogether possible that the sections in question will be eliminated by the conferees.

## Surplus Government Supplies

ASIDE from the new revenue bill and the bill regarding "informal" contracts of the War Department, about which a statement is printed elsewhere in this issue of *The Nation's Business*, the next most immediate question relates to the Government's powers to dispose of materials and other property acquired for purposes of war but not now needed. In July Congress gave the President authority to sell, through the head of any department, to individuals, corporations, and foreign governments engaged in war against any country with which the United States was at the time at war. Since the armistice became effective



# Does Your Plant Run On Time?



**Y**OU would doubtless be amazed if you discovered that your plant was running hours behind time each day. Are you sure that it isn't?

Investigations covering many lines of business prove that the average time loss, when an employee goes in or comes out, usually four times daily, is at least two minutes—with any of the manually-controlled and uncertain timekeeping systems.

Eight minutes lost each day per employee. Multiply by 100 workers, say, and you have an average loss of 800 minutes daily or 4,400 minutes, about 73 hours, weekly—8 full 9-hour days—lost and still paid for!

No plant, large or small, can have such a loss when equipped with

## International Time Recorders

Internationals stop time waste, prevent errors, eliminate payroll disputes, encourage punctuality, increase efficiency. Fully automatic and absolutely accurate. Cut payroll clerical work about 95 per cent and keep computations correct to the minute.

By teaching the value of minutes, Internationals insure bigger payrolls for workers—bigger production for employers.

*Write for the booklet, "The Timepieces of Business"*

### INTERNATIONAL TIME RECORDING CO.

Home Office: 50 Broad St., New York City. Works: Endicott, N. Y.

LONDON OFFICE  
57 City Road, Finsbury  
London, E. C., England

CANADIAN OFFICE AND FACTORY  
International Business Machines Co., Ltd.  
270 Dundas Street, West, Toronto

PARIS OFFICE  
75 Avenue de la Republique  
Paris, France

Branch Offices and Service Stations in all Principal Cities of the World



INTERNATIONAL  
Fully-Automatic  
Card Recorder

### Why you should select Internationals

**T**HEIR records are complete, absolutely accurate, clearly printed for quick, error-less payroll computation.

They are fully automatic. Have automatic shift from "in" to "out" and vice versa; also automatic change from A. M. to P. M. and from day to day.

They automatically print all irregular time records, late "ins" and early "outs" in red, thus eliminating errors and greatly reducing payroll clerical expense.

From the 260 International models, either electrically operated or spring driven, you can choose the type or types precisely adapted to your specific needs.

**Investigate Internationals Now!**



## Do You Manufacture Any of These?

*A Few of the Products Regularly Shipped in Pioneer Boxes*

Aluminum Cooking Utensils  
Automobile Accessories  
Automobile Parts and Tires

Beef and Pork Products  
Blankets  
Bolts and Nuts  
Brass Goods  
Brushes  
Butter

Canned Vegetables  
Castings  
Cereals  
Chains

Chocolates and Cocoa  
Cigars and Tobacco  
Clothing  
Coffee and Tea  
Condensed Milk  
Confectionery

Drugs and Chemicals  
Dry Goods  
Duplicators

Electrical Supplies

Glassware  
Gloves

Hardware

Hats

Hosiery

Knit Goods

Leather Goods and Harness

Machinery

Medicines

Metal Stampings

Nails

Oils and Greases

Paints and Varnish

Paper and Envelopes

Printed Matter

Rubber Goods

Shoes

Stock Foods

Stove and Furnace Parts

Sugar and Syrup

Tin Cans

Tools

Toys

Vacuum Cleaners

Woodenware

Yarn

**E**VEN if your product is not listed here—if it weighs 600 pounds or less—it, too, can be shipped most safely and economically in Pioneer Wire Bound Boxes. There is big saving at every step. There's the saving of storage space. The saving of labor and nails in shipping room—Pioneers are assembled in half the time and a twist of wire seals them. Pioneers are lighter—30% to 50% lighter—hence a big saving in freight. The tremendous tensile strength of the steel wires and the trussed ends carry Pioneers through blows and falls that smash the ordinary box to splinters. Pilferers give them wide berth—the twisted wire once broken *can't be retwisted*—two more important savings. Investigate Pioneers. Hundreds of big shippers are using them because they *save*.

**FREE MAGAZINE ON "Pioneer Service"**  
**PACKING CASES** takes up month by month your shipping case problem and offers time-tried and proved solutions. If you're a shipper you need "Pioneer Service." Send for it today—no obligations.

**Pioneer Box Co.** 1021 Elmore Street  
CRAWFORDSVILLE, INDIANA

**PIONEER**  
**Wire Bound Boxes**  
*"Deliver the Goods"*

TRADE MARK REG. U. S. PAT. OFF.

*Lehn & Fink*  
New York  
Inc.

MAKERS OF

**PEBECO TOOTH PASTE**



## Memorial Trees for Sailors & Soldiers



A Beautiful English Walnut Tree in Washington's Garden, Mt. Vernon.

What more fitting memorial to our hero dead than a living tree growing each year to commemorate by its increasing strength and beauty the deeds of those who made the supreme sacrifice.

Every city and town will do honor to its sons who died, and to the homes bereft. No monument, no tablet, no memorial of any sort is so appropriate as a living tree for each soldier and sailor who died that liberty, justice and peace might prevail.

Deep rooted in the soil of their homes, its branches reaching aloft to the skies, its leaves sheltering the nests of happy birds—a tree is most symbolical of the life and deeds of the strong, courageous, clean souled men whose memory will live forever in the hearts of the folks at home.

We are tree specialists and landscape architects of over fifty years experience. We will be glad to place our services at the disposal of any individual or community interested in nut, shade, fruit trees or evergreens.

Our 1919 Catalogue and Planting Guide will be sent free at your request.

**GLEN BROS., Inc.**

(Glenwood Nursery, Established 1866)

1829 Main St., Rochester, N. Y.

the War Department has planned to proceed under this law.

It will be noticed that upon sales abroad there was a limitation with respect to the foreign governments to which sales might be made. This limitation, and another limitation which prevents sale under this law of anything acquired before April 6, 1917, the War Department may find undesirable. However this may be, the Chairman of the Senate Committee on Military Affairs on January 13 introduced a new bill, which would remove these limitations. At the same time he indicated that he is preparing a bill which would cover any surplus property of the Government and set up a centralizing body to deal with all sales.

### War Work Immunities

**M**ANUFACTURERS who took war orders from the Government—and by reason of the law of 1916, permitting the President to place compulsory orders with anyone who did not respond, they frequently did not have much free choice—or came under curtailment, priority, or other orders imposed by agencies connected with the war, had little or no chance to ascertain how far they were subjecting themselves to damages on account of pre-existing civilian contracts which they could not fill or had to delay. Apparently in an attempt to set at rest the minds of manufacturers who are in such a situation, the Chairman of the Senate Committee on the Judiciary has introduced a bill which would declare it a complete defense in any suit brought for damages through breach of contract that the failure to perform arose out of a priority, preference, distribution, or curtailment order issued under authority of the President or color of law of Congress.

### Sherman Act not Enforced

**P**OSSIBLY some persons are wondering if, through a technicality, they might in the future be held to have violated the Sherman Act in following directions they received from official sources. Any misgivings on this score, too, would be removed by the bill. It declares that in any action or prosecution, civil or criminal, any order, regulation or direction issued during war by the President, or under his authority, or under color of law of Congress, including priority, preference, distribution, and curtailment orders and regulations, will be a defense.

### Food-Hungry Europe

**T**O supply Europe with food during this year will entail total purchases aggregating \$1,500,000,000. Of this amount the Allies and the United States face expenditure of approximately \$300,000,000 for food and supplies which will in part be given outright to the destitute without thought of repayment and in part will be paid for by new and friendly governments at some future time when they have become better established. The Allies are already affording this type of relief in different quarters, and for the direction of the solution of the international food problem they have created an international food commission, with our Food Administrator at its head.

In the Baltic states, Poland, Finland, Jugoslavia, the country of the Szecho-Slovaks, Roumania, Servia, and Austria, according to reports of our own officials, there is widespread and urgent need.

To meet the share of the United States in extending the \$300,000,000 of immediate relief, the House on January 13 passed a bill appropriating \$100,000,000. Under the bill this

## How much Income Tax must you pay?

**WILL YOU BE ABLE TO ANSWER THIS UNAIDED?** The new law is more drastic and calls for a heavier toll than any former revenue bill in all history. The possibilities of over- or underpayment are enormous for the man who proceeds unaided with his 1919 returns.

Can you spare the time to gather together and study minutely all the details of this bill, the text of the law, hundreds of conflicting Court and Treasury decisions, and the accepted accounting procedure whereby conclusions must be reached? Or will you join that ever-growing army of business men who solve their Income Tax and War Profits problems with this standard, authoritative yearly guide:

### Montgomery's 1919 Income Tax Procedure

The author, Robert H. Montgomery, is a lawyer and a C. P. A. of international repute; Ex-President, American Assn. of Public Accountants; author of the standard work, "Auditing Theory and Practice," and of "Income Tax Procedure" for 1917 and 1918. Many of his interpretations in his former Income Tax manuals were upheld by the Supreme Court in cases where he differed from the decisions of the Treasury Department. His manual, now in preparation,

### Tells Exactly How to Proceed

In every item of your returns, whether they be for corporation, partnership, executor or other fiduciary, professional man, or private individual.

The new corporation and war profits taxes, elimination of formerly allowable deductions, new war contract claims, new treatment of inventory valuation—these few are simply indicative of the vast difficulties confronting the busy man in this year's law. These will all be made perfectly clear, in plain language and in compact form, in Montgomery's new manual—one volume and one supplement, with a comprehensive index making every point instantly accessible.

### 20,000 Business Men Used It Last Year

These twenty thousand comprise lawyers, corporation officers, financiers, professional men, executors, partners, and others of big interests. Their satisfaction is reflected in the flood of repeat orders for the present issue. They realize that Montgomery is working now on their behalf and that his manual is never non-committal, never side-steps any hard point. In every case it supplies the answer.

### Special Offer

WE ARE WILLING TO SEND THIS MANUAL, FREE for five days' examination, after which you may remit \$6.00 (the full price, including supplement) or return the book to us. The supplement will contain late decisions and developments and any essential addenda to the manual. It will be issued in ample time for making all returns.

**THE RONALD PRESS CO., Dept. 67**  
20 VESEY STREET, NEW YORK CITY


As soon as issued send me a copy of Montgomery's "1919 Income Tax Procedure." After five days I will remit \$6.00 the price in full, or I will return the book to you.

Name.....  
Business Firm.....  
Or Reference.....  
Address.....



**T**O prepare and distribute the necessities of life carries with it a great responsibility. To meet this responsibility demands two essentials—a policy, and an organization able to carry out that policy.

❖ ❖ ❖

Our policy toward each user of our products is expressed in our slogan "*The Wilson Label Protects Your Table.*" This is our code. It is our pledge. The Wilson -shaped label is your guaranty that back of it is all the honesty of purpose, skill and expert ability humanly possible. It means that every Wilson product is selected, handled and prepared with the respect due the foods you will serve at your own table.

❖ ❖ ❖

This respect governs our work. Your own mother could not be more careful, more thoughtful or have more consideration for your enjoyment when she prepares the favorite dish for the family.

❖ ❖ ❖

The Wilson organization is one of thinkers—men able to make the Wilson policy genuine. We use our machinery to manufacture; we use thought in our management and our distribution. No man who is not capable of taking the customer's viewpoint is big enough or broad enough to share in the management of this company.

❖ ❖ ❖

Our guaranty of Wilson products is unconditional. That is the only guaranty worth while, and when we make it we rely upon the fairness of every user of our products. We have found our customers fair, and we mean that they shall always find us just the same way—and that our label shall stand for this policy of ours unflinchingly.

❖ ❖ ❖

We like to feel that the people who ask for Wilson products are our friends. We value their comment—whether praise or criticism. It helps us to continue to build this institution and to hold the confidence of the public.



Majestic Ham, Bacon and Lard

Clearbrook Dairy Products

Certified Canned Fruits, Vegetables, Meat Products  
and Oleomargarine

**The Wilson Label Protects Your Table**

money may be used for relief of such populations outside Germany as the President may determine. Germany is to get food only after the needs of Allied and friendly European peoples have been met, and having money will be expected to pay for what it receives. The appropriation of \$100,000,000 is additional and apart from the credits which have been extended to Allied countries by our Treasury Department.

### Commercial Bribery Penalties

**E**ARLY last summer the Federal Trade Commission recommended to Congress that it follow the precedent of various states and foreign countries and enact a federal statute assessing penalties for commercial bribery. Legislation of this sort in all commercial countries had, years before, been suggested by international congresses of chambers of commerce.

The Senate Committee on the Judiciary, by reporting a bill, on January 14 took the first step toward federal legislation on this subject. This bill places penalties of fine and imprisonment upon persons who use commercial bribery when they are engaged in interstate or foreign commerce or in connection with any transaction in which a competitor is engaged in interstate or foreign commerce. The offense is the giving of anything of value to influence the action of the recipient in relation to the business of his employer or principal. The penalty is fine of \$100 to \$1,000 or imprisonment for not more than two years, or both. With such cases the Commission has been dealing under its powers to stop unfair methods of competition in interstate and foreign commerce.

The recipients, however, the Commission has not been able to reach. Accordingly, the bill imposes even heavier penalties on them—fine of \$1,000 to \$5,000 or imprisonment not exceeding two years, or both. The offense is solicitation or acceptance of anything of value or a loan by an agent, employee, servant, attorney, or officer, director, or member of a corporation, who has charge of purchasing goods in interstate or foreign commerce, or of acquiring goods to be used in such commerce.

An additional offense is penalized in the giving or using of false receipts or other documents with intent to deceive a principal.

Such a statute is always difficult to enforce. The bill attempts to solve this problem by giving immunity to any person with knowledge of an offense of the sort it covers who makes a disclosure to a federal district attorney within six months of the commission of the offense.

### Mineral Lands and Waterpower

**S**INCE last May a bill which provides a system of leasing of public lands containing coal, oil, gas, potash and the like has been before conferees, having passed both Houses, but in different forms. Although the conferees have not yet agreed upon the final terms of this bill, there is still a prospect they will reconcile their differences in season for the measure to become law before the Congress ends, on March 4.

A bill which is intended to permit development of waterpowers on navigable streams and upon public lands is in much the same situation, but there is much less prospect of an agreement among the conferees. This bill has been before a conference committee since the end of October. In this instance the conferees have had difficulty in meeting. At first some of them were absent from Washington. More recently, the leader of the Senate conferees has been ill; in his stead a new conferee has now been appointed, and further efforts will at least be made to reach an agreement.

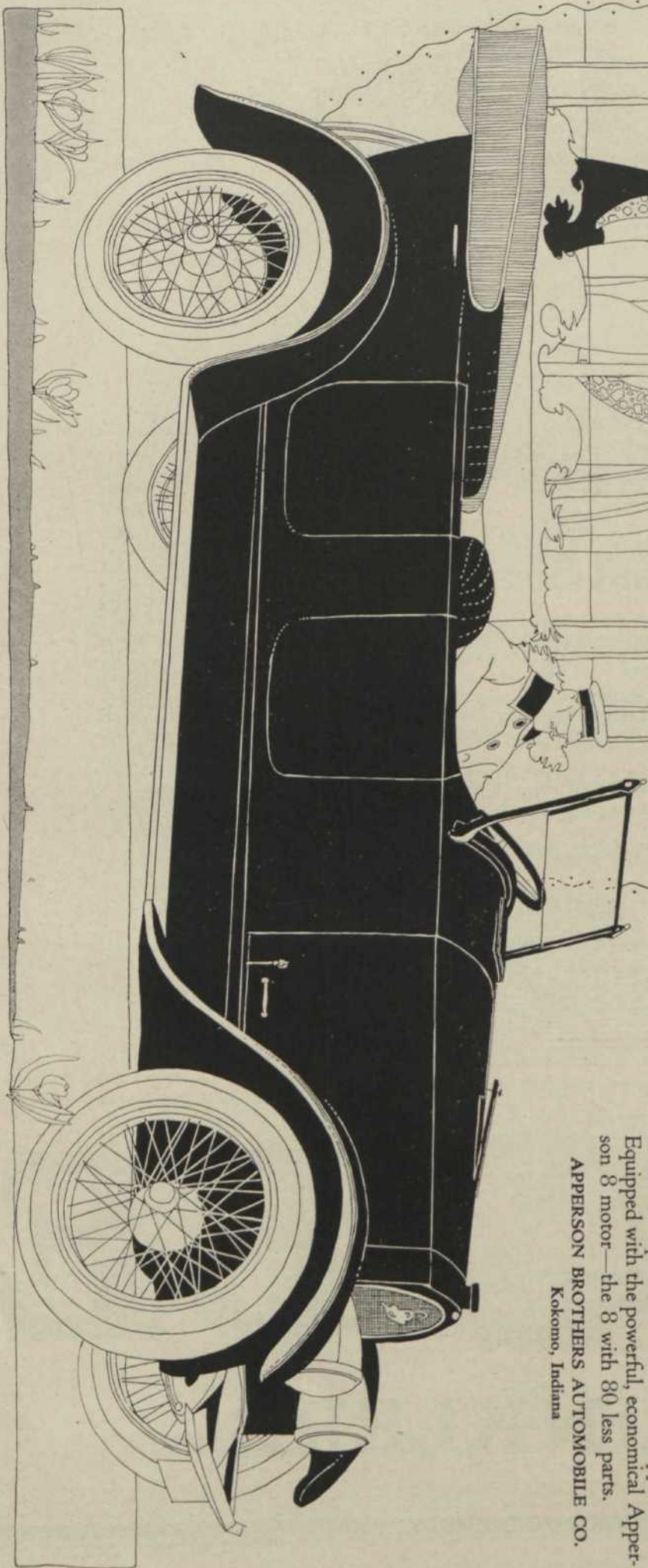


# APPERSOON

*The* EIGHTY  
WITH EIGHTY  
LESS PARTS

FOR the owner who considers his car something more than a mere conveyance, who demands that in color, line and appointments it reflect a patrician taste—the Apperson 8. Equipped with the powerful, economical Apperson 8 motor—the 8 with 80 less parts.

APPERSON BROTHERS AUTOMOBILE CO.  
Kokomo, Indiana







## A National Service

From Maine to Texas, in every section, there is a GLOBE office. This makes our engineering service accessible to property owners everywhere. At each office are expert engineers—all specialists in fire protection problems.

A consultation with a GLOBE engineer may develop some vital points in connection with your individual problems. Avail yourself of this co-operation. Write or telephone our nearest office today.

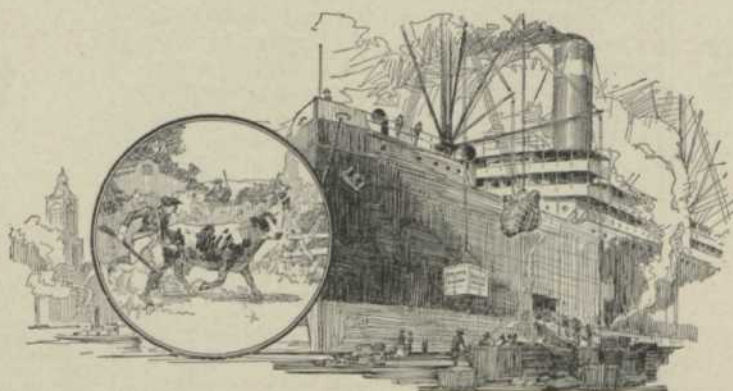
**GLOBE AUTOMATIC SPRINKLER CO.**  
Philadelphia, Pa.

BRANCH OFFICES: Atlanta, Baltimore, Birmingham, Boston, Charlotte, Chicago, Cincinnati, Cleveland, Dallas, Grand Rapids, Hartford, Indianapolis, Memphis, Minneapolis, Newark, New Orleans, New York, Omaha, Richmond, Springfield, Syracuse, St. Louis.

# GLOBE

## SPRINKLERS





## If the great war had been fought in George Washington's time

Of all the military problems that confronted George Washington there was none greater than that of feeding his armies.

Meat, the fighting man's most important ration then as now, was especially hard to obtain. Much of the time his soldiers had to depend for sustenance on what they could get by foraging.

\* \* \*

America's job of meat supply, in the great war just ended, was a thousandfold bigger than Washington's. It was a job of feeding not only our own huge forces here and abroad but the Allied armies as well.

America succeeded because she had at her command what Washington didn't have—thousands of prosperous farms, and *centralized large-scale organizations like that of Swift & Company for the production and distribution of meat.*

How well America succeeded, how well

her meat machinery stood the test, is evidenced by a French military authority who not only said that France could not have held out without our support, but asserted that "the men over there in the French trenches are the best-fed men in Europe."

To give some idea of the immensity of the food problem—Swift & Company in one single month shipped 2,012 carloads of provisions overseas, valued at \$21,268,000.

If America had been dependent on the meat supply methods of Washington's time, or even of Civil War time, it is not difficult to imagine what would have happened.

Speaking along this line, an American official said that it would have been a super-human task to gather and handle the meat necessary to feed the people during this great war if conditions had been the same as they were "during the Civil War, when the meat industry was scattered all over the country."

## Swift & Company, U.S.A.

*Established 1868*

A nation-wide organization owned by more than 23,000 stockholders





# Large Manufacturing Plant Available

*After three years of  
high-grade war work*

Manufacturing concern of highest order, with 800 skilled employees, will negotiate for bonafide proposition to manufacture mechanical devices.

Splendid equipment, suitable for automobile or tractor parts, or similar work.

75,000 square feet of floor space, with plenty of room for expansion.

The Company has a highly developed organization, and is in a position to finance any reasonable proposition.

**Excellent location  
in  
Northeastern  
Pennsylvania**

Box 51  
The Nation's Business  
Washington

## Carter Glass the Silent

(Concluded from page 13)

was made last February when he ably defended Secretary of War Baker, against the sensational attack of Senator Chamberlain.

Notwithstanding the fact that Carter Glass has disappeared behind the troop of white stone pillars of the Treasury, his personality as a man among men most engages our interest. There is nothing leonine about him. He is of small frame. His hair, once red, has grayed. He has temperament and indulges occasionally with good-humored frankness in spells of the blues. When cheerful souls remonstrate with him, he exclaims: "Dad-bum it, I can't help it." Since he is a sound Methodist, this profanity expresses the height of his wrath or scorn.

Carter Glass is modest. For eighteen years he made laws for the United States—silently. He ridicules the "perennial and ubiquitous demagoguery of a certain class of politicians" and smiles at the "amusing rhetorical exhibitions in behalf of the people." He has warned his country "not to lose your direction in any oral fog." And yet there was never a day in those eighteen years that he could not have taken the floor and addressed his colleagues in vigorous, graceful, and effective English.

Carter Glass knows the ways into publicity but despises them. After the enactment of the law he fathered, which establishes a new class of banks in this country, he made a public confession during an after-dinner speech that "with outward gravity and inward amusement I have heard myself accused of statesmanship and—have liked it."

## Your Trade-Mark

(Concluded from page 17)

This evidently struck the court as going it a bit strong. It asked the native to prove his claim. With triumphant finger he pointed to a photograph of a freshly-painted sign over his factory door. On it was the one word:

SWEDEN

While the Pan-American Convention cannot save a man from his own neglect, it does provide that "any mark duly registered in one of the signatory states shall be considered as registered also in the other states of the union without prejudice to the rights of third persons and to the provisions of the laws of each state governing the same."

To enjoy the benefit of this provision, the manufacturer or merchant interested in the registry of the mark must pay, in addition to the charges of the country in which registration is first made, the sum of \$50 which covers all of the expenses for registration in the other countries through the international bureau.

In the meantime the alertness of our manufacturers and the work of the Bureau of Foreign and Domestic Commerce in the Department of Commerce are two of our strongest weapons against the trade-mark thieves. For some time the Bureau has closely examined the applications appearing in the official bulletins of Latin American countries and is notifying American trade-mark owners of applications for their marks made apparently without authorization.

Many are the indignant letters received by the Bureau. Heated are the words of condemnation of laws and customs of our neighbors. But as the Vice-President of the Kleo Truck Company and Mr. Sands and the Qui Vive folks will tell you, these outcries today are wasted on the desert air that blows about the world of cold fact.

The B/L

## COLLECTION BANK OF CHICAGO



This bank is particularly well equipped to serve manufacturers, jobbers, wholesalers, and dealers located in States West of Pennsylvania to the Pacific Coast. We offer the facilities of a Chicago checking account with or without a line of credit. Our Collection Department is a special feature of this service. We make a specialty of handling Bill of Lading collection items. Correspondence invited.

**Union Trust Company  
CHICAGO**

*One of Chicago's old conservative banks doing strictly a commercial business. Established 1869*



*Where Performance takes Preference over Price*



## POSITION WANTED

**By Manufacturing and Personnel  
Executive**

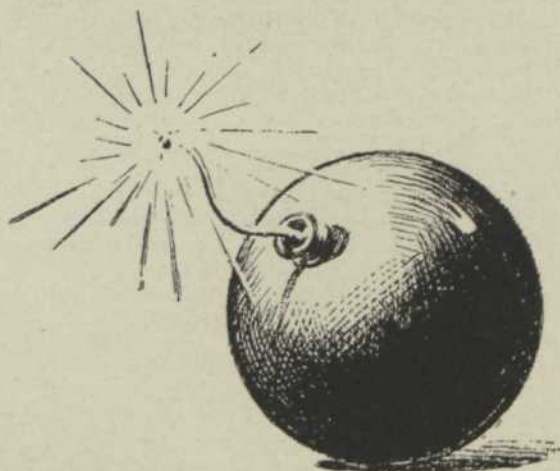
Man with twelve years experience as manufacturing executive and usually well qualified to handle personnel problems along modern scientific lines. Has been on Staff duty with rank of Major. Age thirty-four; married; three children. In replying state specifically nature of work, salary, etc.

Box 25, The Nation's Business

## Remember the Date

THE Seventh Annual Convention of the Chamber of Commerce of the United States will be held in St. Louis, April 29, 30 and May 1. It will take place just before the annual meeting of the National Foreign Trade Council at Chicago, and many delegates probably will attend both conferences.





## What would you do with it ?

A conservative man doesn't carry a lighted bomb around with him searching for water to put out the fuse. He gets rid of it as quickly and gently as possible and then goes away from there.

Not all of us know that we are packing around with us every day a potential source of trouble that may produce disease or even death. Ninety per cent of human illness is caused or aggravated by a clogging of waste in the bowels.

If you try to blast away that decaying, germ-breeding waste with weakening pills, salts, cast-

or oil, laxative mineral waters, etc., you are like the man with the bomb—carrying it around with you while you hunt for the neutralizer.

You'll never find one. There isn't any. The thing for you to do is to stick to your schedule of bowel movements as you do to your toothbrush. Get rid of that source of danger before the germs back up through your system and hit you with something you recognize. Nujol has a gentle, *absolutely harmless* and *absolutely thorough* cleansing action upon the intestines, and leaves no after-effect but *regular habits*.

**Warning:** Nujol is sold only in sealed bottles bearing the Nujol Trade Mark. All druggists in U. S. and Canada. Insist on Nujol. You may *suffer* from substitutes.

### Nujol Laboratories

STANDARD OIL CO. (NEW JERSEY)

50 BROADWAY, NEW YORK

# Nujol

*For Constipation*

REG. U.S. PAT. OFF.







THE  
CROIX de GUERRE

has been awarded the First and Second Groupements of the Great Headquarters Reserve No. 1 of the French Army, each operating 500 or more White Trucks. Citations for distinguished service accompanied the order, supplemented by a later citation to the entire Reserve No. 1, operating

**2,500 WHITE TRUCKS**

This is the first and only instance on record of motor transport formations in *any* army receiving this high honor.

The White Trucks were all veterans, many in continuous war service since 1914.

*"White Trucks Have the Stamina"*



THE WHITE COMPANY  
CLEVELAND